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MAGLEAN'S

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EXCLUSIVE INTERVIEW

**WARREN
BUFFETT
SAYS...**

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a personal politician. The issue seems logical as you have put it all in it, and I hope you have helped to promote tolerance and stop this fear and exclusion from the thoughts of Ontario's citizens. Most Canadians have already signed this one, but at least till now, Ontario has preferred to stay on this issue.
CAROL HARTLEY, Woodstock, Ont.

NOW I KNOW why I switched from Time to Maclean's. Your editorial continues encouraging equality in education is a balm for any promoter of not just religious, but ethnic racial diversity.

JUDITH K. HALLICK, Burlington, Ont.

'TRIANGULATION' OR THEFT?

SO, STEPHEN HARTER's long-time political assassin Tom Flanagan has a new book out endorsing Harper's pragmatic approach to transforming Canada? ("If you don't like me, I can change?" National, Oct 1) Apparently, Flanagan calls Harper's pragmatism "triangulation," a term the American pollster Dick Morris used to describe Bill Clinton's habit of "stealing his opponent's policy stance so he could win them at the polls," and proves it as a "total good" for "triangulation" just a fancy name for what political leaders have always done: steal and angle man their opponents' ideas when it suited them? Even that would be fine enough if that's all Flanagan and his government did and if their methods weren't so anti-union and hostile. Think of their cuts to social and environmental programs—adult literacy, job-peace, regional offices of Status of Women Canada, scientific research and protection of endangered species, to name a few. Add to their failure to honour international and national commitments, their failure to support the United Nations Declaration on the Rights of Indigenous Peoples, their faulty tactics with the Canadian Wheat Board and their habit of blaming the previous government whenever something goes wrong. This is not a government by "triangulation." More by triangulation, I'd say.

PJ. Robertson, Monrovia, Ont.

LET ME GET this straight: Tom Flanagan has put forth the notion, which the Tories have adopted, that a party is not in power because the Canadian people do not believe or support the values that party espouses, then the party should be in the public, telling them that it does believe in those values. Having achieved power by this subterfuge, it should then manipulate the social system and the public values have effectively changed. In other words, the end always justifies the means and expediency trumps integrity.
Brian Gillebray, Plymouth, N.S.



FAITH IN THE CLASSROOM The Ontario election issue is engendering hot debate

GRASS FOR THE NEEDY

ONE, WE WOULDN'T want cancer or AIDS patients getting this medicine, now would we? ("Marijuana and the medicals," Health, Sept. 14) And we certainly don't want sick and dying people to experience even the slightest bit of euphoria either. God no. As my doctor will tell you, suffering speeds up healing, right? With the kind of arrogance that it seems only doctors are able to display, minister Mark Ware says, "These are extremely ill people who have failed conventional treatments. These aren't the ones standing on Parliament Hill waving hemp flags." I don't know any of the people who go to those rallies on the Hill are actually sick and dying. At such rallies, people lobby for everyone's right to make their own choices without the interference of a doctor run nanny state.

Russell Barth, Patient Advocate (cancer and discrimination in Canada), Federal Medical Marijuana Liaison Officer, Ottawa

YOUR STORY may have left readers confused about the status of the controversial blacker drug rimantadine and how it connects with marijuana. Rimantadine blocks the CB1 receptor through which marijuana's active compounds (cannabinoids) exert many of their effects and through which the body's natural marijuana-like chemicals also work. Those effects include not only appetite stimulation, but many other important functions involved in regulation of mood and memory. It's increasingly clear that the endocannabinoid system is a crucial part of the body's machinery for keeping itself in balance and that

we have come to learn about how it works. There is good reason to fear that blocking CB1s may be dangerous. Indeed, studies of mice (and even of people) who've taken drugs which have increased rates of depression. In June, a U.S. Food and Drug Administration advisory committee reviewed the data and unanimously urged that the drug not be approved for sale because of these safety concerns. As a result, the manufacturer Sanofi-Sintelabo has put its U.S. plant on hold and European regulators are reviewing the safety data. Research with drugs like rimantadine has indeed taught us a great deal about the endocannabinoid system, and indirectly about the potential benefits of marijuana for certain patients. That does not mean that blocking this system is a good

IN PASSING

Lois Maxwell, 85, actress The Canadian-born performer most famously played Miss Marmagony in 14 James Bond films between 1962 and 1981. She began her career in the Canadian Army Show in Britain and later appeared in films such as *Lolita* and *The Hanging*. She also wrote a popular newspaper column.

George Rosenfeld, 91, mechanical engineer He invented a compound originally intended to improve muscle-relevant medications, but found that it dramatically reduced hypertension, cholesterol that can damage capillaries and cause swelling and itching. The compound, named *benzylidene*, was marketed in the late 1940s as one of the first antihypertensives.



'Sheryl Crow was speaking with her tongue in her cheek when she advocated using one square of toilet paper each. Had he checked, Mark Steyn would have known this.'

or safe side. While the jury is still out, the data thus far suggests that environmental and similar drugs should be approached with some caution.

Bruce Marking, Director of Communications, Mariposa Policy Project, Washington

A PLACE TO STAND

IF ANDREW POTTER just trying to make us mad or what? "What's best for Ontario? Newt Gingrich who cares?" Opinion, Oct. 13? His reference to Quebec Culture Minister Diane Lemieux and her comment that "Quebec has no culture" makes my blood boil. After living 32 years in this province I'd take over so called non culture any day over the one that is your face culture of the folks in Quebec. Peter seems to admire the independent thinking of Alberta and B.C. Wellcome Alberta is welcoming in and doesn't care a fig for the rest of the country. Meanwhile, B.C.'s member has with the central U.S. states, and that's undeniable. Here in Ontario, we

will survive our narrow problems, lack of culture and all. Believe me, we do care, and most of us happily. Now I think I'd go take my blood pressure medication.

Diane Knapp, Guelph, Ont.

KEEPING IT CLEAN

YOUR COLUMNIST Mark Steyn makes some excellent points about hygiene and its importance to our society—take a look at the problem of C. difficile killing so many patients in our hospitals due to a lack of handwashing for instance ("Hygiene's unsung? Told the dying," Steyn, Oct. 1). Then he loses all credibility when he somehow, somehow, out of nowhere discounts old data from a 1992 flu-bird birth rate survey. It doesn't matter if Steyn is discussing vaccination, Fidel Castro or yesterday's baseball scores, with him it all comes amounting to bemoaning low birth rates in Canada and Europe. If Steyn advocates against going back to the Middle Ages on our cleanliness, why does he want us to return

to the Middle Ages by breeding like rabbits? Dave Black, Ottawa, Ont.

HEARTY CROW was speaking with her tongue in her cheek when she advocated using one square of toilet paper per person. Had he checked, Steyn would have known this, but at least he got fact at celebrities and hope your readers don't know the difference. **See Hereville, Darnmouth, NS**

CORRECTION: A story in our Sept. 24 edition ("Power politics comes to France," Business) reported a rumor that Paul Desmarais had paid for a dinner given for the president of France on the night of his election. The error in question was, in fact, a large misconception held for the president at which many people were in attendance including Mr. and Mrs. Paul Desmarais. Neither Mr. Desmarais, nor Power Corporation of Canada, was involved in organizing or paying for the reception.



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A WEEK IN THE LIFE OF BENAZIR BHUTTO

The one-time prime minister of Pakistan lashed out at a year from self-exile. During a U.S. visit, Bhutto said she would let America strike at Osama bin Laden should he be found within her country, something the current government has refused to do. On Tuesday, the Pakistani cabinet dropped long-standing corruption charges against her. A power-sharing arrangement with President Gen. Pervez Musharraf is reportedly near. And Bhutto could be headed home as early as next week.

Good news

Buy foreign

The soaring cost of many basic health measures, including breastfeeding, vitamin supplementation and the use of untested donated blood to prevent AIDS. But there is still a long way to go. The official UN goal is to reduce child mortality by two-thirds by 2005, an additional 5.4 million lives per year. The vast majority of children under five who die each year are from sub-Saharan Africa—and most of their deaths are easily preventable.

The growing costs of wide-scale basic health measures, including breastfeeding, vitamin supplementation and the use of untested donated blood to prevent AIDS. But there is still a long way to go. The official UN goal is to reduce child mortality by two-thirds by 2005, an additional 5.4 million lives per year. The vast majority of children under five who die each year are from sub-Saharan Africa—and most of their deaths are easily preventable.

Bad news

Doublethink

In a perfectly Orwellian gesture, Russian President Vladimir Putin confirmed plans to leave office when he returns in March, and yet promptly announced his absolute confidence in the country's next prime minister, Gennadiy Potanin, overhauling domestic popularity—and his approval of all oppositionist actions is a foregone conclusion that no matter what he did, he will continue to be the true power. Well, if it worked for Dick Cheney...

any evidence to suggest weakness in sleepy South Africa. At it, the BBC reports, among the state's top investment decisions.

Constable nobody

A couple of years back, RCMP buses loaded out at crimes who served short sentences and organizational dysfunction would rob the force of an ability to perform well of it. This week, they admitted they can't be recruiting targets and unveiled an ad campaign aimed at attracting young people. But has the damage been done? While comments on a recent poll in Ottawa's position, a senior officer told the *Star* India says he lacks the manpower to perform anti-terrorist investigations—sixteen after Sept. 11. It's more proof, if any was required, of the need for a wholesale reform of the RCMP's mandate and practices. We hope the force's new commissioner, William Elliott—and the Prime Minister—are paying attention.

FACE OF THE WEEK



NOT A PRAYER: Ontario PC leader Jim Fontana is an opponent of the new Ontario pledge to fund religious schools.

Kimmy cricket

Maybe someone told Pyongyang's soccer supply with logic, but there have been signs of normal behavior on the part of Kim Jong Il. For the first time since the Korean war—and days after he made his comments during the North Korean leader welcomed his southern counterpart for a summit aimed at fostering peaceful relations. Kim may not be playing for real, as he has before, but his long enough to talk sense as well as an accomplishment.

Suitcase heaven

True, flying is safer now than it has ever been over the past decade, the number of fatal crashes has declined by 65 per cent, but for pilots of U.S. airlines, the odds of ever seeing your checked-in luggage again have never been worse. The Bureau of Transportation Statistics reported that more than one million pieces of luggage were lost, damaged, delayed or stolen between May and July of 2007. In the past five years, the number of reports of misrouted bags put 1,000 passengers doubled from four to eight. Unchecked suitcases often

MITCHEL RAPHAEL ON TORTURING JASON KENNEY AND SEPARATE HONEYMOONS



HARPER'S dress from Paris

STEPH HARPER WHIPPED HIS PARTY

Rick Mercer was supposed to launch *Bill Mercer Report: The Deal* with a big bash in Ottawa, but, explains the comedian, "Steph Harper screwed me and postponed Parliament." So the event was held at Toronto's Crush Wine Bar instead. The book is a collection of Mercer's rants with a few updates, like the fact that Mercer still owns the website www.jasonkenney.org.

Back in 2006, Mercer said, Calgary Conservative MP **Jason Kenney** rose to the floor to challenge Liberal MP **Don Boudria** for not being smart enough to register his internet documents. (At the time, www.donboudria.ca had been hijacked by same-sex-marriage opponents.) Mercer, who was working the emcee on TV, ran to his computer and "before [Kenney] was down in his seat I was proud owner of www.jasonkenney.org." At first Mercer had the site automatically redirect to the McCain Liberal Party of Canada and then, later, to the gay lobby group *People's Canada*. But Mercer happened to keep www.jasonkenney.org updated. On the day

of the book launch, it was still being redirected to *My MP Michael Chong* website. Chong was intergovernmental affairs minister when he resigned from cabinet in November 2006, announcing he could not support the Tories' motion recognizing the Québécois as a nation. Right after Chong's resignation, Mercer says he redirected the Kenney website to www.michaelchong.ca "because I knew it would just drive Jason Kenney mad. Jason is the man in charge of the national identity of Canada." (Kenney is the secretary of state for multiculturalism and Canadian identity.)

MPs attending the book launch included the NDP's Olivia Chow and Liberal MP's Belinda Stronach and Scott Brison. Brison was sporting a new pair of dark-rimmed Italian glasses—the Norm Scott MP says he lost a pair of glasses a year. Brison, who married his partner Madeline St. Pierre this summer, told *Capital Diary* they honeymooned separately.

HARPER, Stronach, Brison, (clockwise) Kenney



St-Pierre like the Toronto International Film Festival, while Brison attended the also-nominate World Economic Forum's first "Summer Davos" conference in Dalian, China.

YOU DO KNOW THE WORDS TO 'O CANADA,' DON'T YOU?

At the National Arts Centre's recent fundraising gala, Tory cabinet minister Jim Prentice sported a Dorothy Groom tie-up with Aboriginal patterned lapels which was, well, so last minority. Prentice used to be minister for Indian affairs, but became minister of industry in the last cabinet shuffle. His daughter, Gisela Prentice, says she prefers the fact to the formal but her father would often wear Gisela was invited to the gala after her father got a more last-minute ticket. She happened to be visiting Ottawa but had no formal wear with her. Sister had bought her a new gown "all the tags are cut off," she joked, as it's not going back. Upgrading the



JIM PRENTICE and his daughter Gisela at the NAC's gala

glamorous resident that night was Supreme Court of Canada Chief Justice Beverley McLachlin in long black evening gown and a gold dress she bought in a boutique in Paris. Lawrence Harper, honorary chair of the gala, wore a navy blue dress and was escorted by Environment Minister John Baird. As they elegantly walked down the red carpet into the NAC foyer, an usher asked to see their tickets. Later at dinner, the two sat at separate tables, to spread out the star power, according to Baird. During the show portion of the evening, conductor Pinchas Zukerman had to motion to the audience to start singing along after the orchestra was well into playing *O Canada*. The entertainment for the event included Canadian tenor Ben Feggetter and soprano Erin Wall. Jason Aronson, who took the stage with her own three musicians, was asked to be backed up by the entire NAC orchestra. "I'm going to take 30 minutes to introduce the band—we're going to start with the words 'O Canada,'" she joked. ■

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SCOTT FESCHUK

Careers faded as Jimmys Harper and John Flansbury announced that the federal surplus had come in at \$14 billion, far in excess of their forecasts. The photographs showed the Prime Minister and his minister of Finance wearing the brand smiles and emitting the ray beams of happy winners. Golly, we're not going to change our lifestyles because of this, Harper seemed to be saying. Cut to the duo frolicking in a cash-covered hot like Woolly Hitchcock and Dena Moore in *Indecent Proposal*.

On one hand, the runway surplus had to be disappointing for Harper. He has tried so hard to spend like a Liberal, to pass away billions, to deliver budgets that are everything to everyone. And still he came up short. Surely Ralph Goodale had to fight the urge to phone with advice: the key is to keep spending; constantly and indiscriminately—you need to do both, indeed.

But hard-Sayphos Harper insists as if he'll order someone to make him lemonade—what he'll then shove aside, grinning, "I asked for acid tea, dammit." The Prime Minister managed to find a bright side to the supermaxed surplus—it was good because of how, by being exactly the same as the Liberals, he is completely different from the Liberals.

That may sound contradictory, but not in Harper's world. And really—wouldn't it be great to live in Stephen Harper's world? It's a world where yours is the only voice, a world defined by a strict ethical code that, happily, applies only to others, a world where hypocrisy is rank and damnable—except for your own hypocrisy, which is very pretty and sells like quarts. Also in Stephen Harper's world: *Jeans* here, *like*, three colored w-

In opposition, Harper seized on each oversized surplus as evidence that the Liberals were either incompetent or evasive.

ling away cash for a similar purpose, probably some kind of pretense for some sex-segregation dogscorers. "Huggerly antrus," he said of Goodale's forecasts. *Not that?* When Liberals live in a surplus, it's because they're corrupt pinheads. When Stephen Harper does it, it's because he's a benevolent taxpayer. *Now where's that does and is he antrus?*

Harper the economist knows a little thing called "the economy" makes it tricky to predict revenues. Harper the man could have spent before Canadians and counted on

Harper must stare at the media hounds and wonder to himself: what line of honesty won't these suckers swallow? Maybe tomorrow he'll *decide to loop and they'll keep doing* during reported the ceremony on the first place. Don't think he could pull it off! Remember that the press gallery routinely reports that Harper has achieved his five priorities from the 2006 election, even though well three haven't been defined, the promised 125,000 new child care spaces won't be achieved, the GST hasn't been cut to five percent and Harper killed his own anti-smoking legislation when he decided to promote Parliament. But, you know, apart from all that...

Can leaders confound? There are moments when I feel genuine non-fiducia for Harper. I admit the enthusiasm with which he represents Canada in the world. His appeal of our military role in Afghanistan has scored investment, genuine and logically awarded. His evoked stance on global warming, while far from bold, at least has the merit of posturing. Compared to that with Margaret Thatcher, who rhetorically won the Pyrrhic record, even though *business government* did the anti-terms of jack and squat for most of the world.

There aren't many lessons to be learned from Ralph Klein's political career—apart from, "Keep Tilled by the

Dear Canadian: You know that \$550 I took from you? Here's \$30 back. You're welcome!

having learned something about fiscal forecasting. But Harper the politician is so used to going for the popular that he fails to notice when his hands are wrapped around his own throat.

Indeed, many reporters dutifully highlighted his promise of a \$725 million "tax cut." (Dear sons and every adult Canadian, you know that 1693 just took from you, even though I didn't need it—here's \$30 of it back. You're welcome! I owe you.)



Celebrating
 100 Years of Canadian Citizenship

"I had the privilege of receiving my Canadian citizenship on Canada Day 2006. On that July 1st as I, and 79 others from over 30 countries, sang 'O Canada' in both official languages I truly knew what it meant to be Canadian."

— Erik Daniels

I had the privilege of receiving my Canadian citizenship on Canada Day 2006. On that July 1st as I, and 79 others from over 30 countries, sang "O Canada" in both official languages I truly knew what it meant to be Canadian.

— Mark Twain

His Story: Erik Dirks was born an American, and by the time he graduated from university, he had attended fourteen schools in five countries. He came to Canada in 2000 for the most profound of reasons: love. Today, he is the Chief Development Officer of the Vancouver Symphony Orchestra - the first Canadian symphony orchestra to perform in China in over 30 years.

What are your responsibilities as a Canadian citizen?

The world looks to us to provide an example of peace, broadmindedness, no strength I like my life knowing that stress is what I consider to be everyday living. I therefore have a duty to be a better person tomorrow than I am today.

If you had to choose three characteristics related to Canadian citizenship, how would you put them in order of importance?

Tolerance, harmony and strength

What do you see as the benefits of being a Canadian citizen?

I know that my contribution as the Canadian perspective will be listened to and respected. We live with the values of the international community by being fair and principled and as a Canadian, I am afforded a special regard/respect.

Do you have the same notion and value of Canadian citizenship as your parents?

I am the first of my family lucky enough to call myself Canadian. However, I know the difference between being and doing. I have fulfilled my parents' desire for their children to make a home in

a place that is founded on respect, hard work and acceptance

What do you do to celebrate being a Canadian?

For me, the essence of being Canadian is embodied in my two daughters. They are born of two races and cultures and are entirely blissfully unaware that in another country this might be an issue. Not so in Canada. Every moment I spend with them is a celebration of what it means to be Canadian.

Every time my daughter Sofia sees a Canadian flag she shouts out, "Canada! I can't think of a better way to celebrate!"

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Canada

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So we fool God with financial loopholes. What of it?



ANDREW POTTER

Willi Doyon says you know what was happening to us all the time?

Sapient Being. Well, of course. I am the Sapient Being. I'm not stupid at all. —Terry Gilliam's 1981 film *Time Bandits*

When I was in grade school, I spent some time as a teaching assistant for the department's introductory philosophy course, which turned that year's moderns a tanning mass of questions in logic, metaphysics, and ethics. The most fun course was the various proofs for the existence of God. One year, a student submitted a paper where, on the title page, "God" was written as "G-d." When the professor asked for an explanation, the student said he was Jewish, and Jews were not permitted to write out the full name of God. The professor passed his lips for a moment, looked at the student, and said, "You know, you're not feeling God."

For those of us most familiar with the Christian approach to religion, writing "G-d" to get around a prohibition against writing God's name amounts to little more than impious chicanery. One is an omniscient God, after all. He knows what is in our hearts and in our minds, and he can't be fooled by legitimate hanky-panky.

Takes out that for some religions, fooling God is not only considered fair play, it is also big business. Consider the controversy of religious tax law: Is it wrong to use "Islamic finance" or "Islamic equities" as a shelter for financial instruments designed to get around the Quranic rule that forbids Muslims from charging or paying interest. Given that interest is the cornerstone of our financial system, it is pretty much impossible to turn your nose up at interest and participate in the modern economy. That is why the past few years have seen tremendous growth in sharia-compliant financial instruments, such as interest-free mortgages and savings accounts

where the bank rewards the depositor with occasional "gifts of appreciation" for the use of his money.

Let's be honest: Islamic finance isn't fooling anyone. Just as all God Doyons unveiled under the table that the money gifts and deferred payments are just bearded kinks of interest, but the proper question is not whether God is fooled, but whether anyone should raise

Someone who comes a great deal to the *Savage* of Islam, Daniel Pipes, better known as the director of the pro-Israel think tank the Middle East Forum. In a recent article in the *National Post* about the rise of Islamic finance, Pipes writes that there is nothing

for women, not every religion places so much value on correct belief or thought. Otherwise the faith is in some cases more about following a strict set of rules or codes, leaving as close as possible to the letter and worrying less about their spirit. Among the big three monotheisms arising from the Abrahamic tradition and Islam are more concerned with rules than Christianity is. That is why, to Christians, Jews, and Muslims seem to accept a great deal of effort trying to fool God.

One example of the Orthodox Jewish practice of violating norms around neighborhoods—symbolic fences made of ropes strung along from lampposts and street signs. It is a way of getting around the rule against carrying things from one domain to another on the Sabbath. The price of the rope around a neighborhood allows one to drive to the whole area as a single dwelling, which lets them carry stuff outside on the Sabbath without breaking Torah law. Is God fooled? To ask the question is to miss the point.

If anything, we should be celebrating the rise of Islamic economics, since if its goal was to keep Muslims isolated from the corrupting influences of the West (has been a huge failure). As a major survey in the *Financial Times* last spring pointed out, Islamic finance is now a trillion



Pipes argues Islamic finance is dangerous—and not very Islamic. He's missing the point.

"Islamic" about the barely disguised interest payments, and that he had to concede that they had a great political danger. Drawing on the book *Islam and Modernity*, by the Muslim scholar Timur Kuran, Pipes argues that Islamic finance was created for political motives, designed to strengthen the Muslim identity by minimizing their interactions with non-Muslims.

He concludes that by enabling the economic activities of Muslims and allowing them to "live finance without Westernizing," Islamic economics serves as a source of global inequality. Pipes suggests that it would be much better if Muslims were not really the hidden from paying interest or any of its facsimiles, because they would then be required "to the fingers of the international economy."

This is ironic, not to mention a bit obscure

dollar business, and more large Western banks—including HSBC, Barclays, and Citibank—are racing to create all of their products along Islamic lines.

To see this as a source of instability and political danger is sheer paranoia. Far from promoting Muslims, sharia-compliant finance is drawing them deeper into the network of global institutions, helping them to integrate into the modern world without having to assimilate to Western values. Sure, Islamic finance appears to stay—no included—bale more than as extreme in trying to fool God. But if helping Muslims fool the God is part of the price we have to pay for global economic and political stability, it's the bargain of the century. ■

ON THE WEB For more, Andrew Potter wrote his blog at www.muslimnews.com/andrewpotter



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'The idea that the money shouldn't go back to society, but instead to people who came from the right womb, strikes me as crazy'

WARREN BUFFETT TALKS TO KENNETH WHYTE ABOUT THE JOYS OF MAKING BILLIONS AND GIVING IT AWAY—AND WHY THE KIDS SHOULDN'T GET IT

At Berkshire's Warren Buffett is known as the Oracle of Omaha for the savvy stock market investments that have made him one of the wealthiest people in the world. Through his holding company Berkshire Hathaway, Buffett, 77, has amassed a fortune in raising companies like Coca-Cola, famously investing trendy, rubber-bike like Internet and technology companies. His success has earned him a near cult-like following, evident each year at Berkshire's hugely popular Omaha shareholder meeting, which Buffett once called "Woodstock for Capitalists." But for all his riches, Buffett is equally well known for his frugal and folksy ways, and lately for his philanthropy: In 2006 he said he would give away 80 percent of his roughly \$50 billion fortune, with the bulk going to the Bill & Melinda Gates Foundation in annual installments that Buffett wants be distributed in the year they are received. His star daughter is also involved in philanthropy and runs the Swanfire Lady Foundation, which often deals with personal expenses for and then Buffett receives

Q Last year you made your big announcement about giving away all your money. Is that decision settling well with you or do you ever wake up in the night and think, "What have I done?"

A No, I sleep like a baby. It's worked out perfectly for me. It's exactly what I wanted to do in terms of where the money goes, it's the people I want to have making the decisions, it fits well with what I want for Berkshire Hathaway, and wouldn't change in item in it.

Q You gave the money to five foundations, the largest amount going to the Bill & Melinda Gates Foundation. How did you decide over a Plan B? I heard you mean that you could afford to give \$100 million to just your private charity every day for the rest of your life. Was there joking, of course, but was there ever something else you had in mind?

A No. I originally thought that my wife would outlive me, she was younger than I was, and women live longer than men and all of that, so I thought that was likely, and in the case she actually would have made the decision. Instead, the money would have gone to what was then called the Buffett Foundation—now called the Swanfire Lady Foundation—so the world really has been in charge of the disposition, but when she died first, I had to make the decision. She loved giving money, and she was good at it, and she was wise about people, so I had no women at all about how she would have carried it out, but instead I had to carry it out, so there was no Plan B once she died first.

Q You decided you didn't want to leave it all to your kids. You have a daughter. What's that?

A Yeah, I want to leave them enough so they can do anything but not enough so they can't do anything.

Q Right, a wonderful time, but what brought you to that decision?

A Well, I think you're overreacting to what happened to other people's children? I don't believe it's right for society. I also don't think it's a good thing for the kids but that's a secondary thing. I mean, I've been amazingly blessed, you know, I just happened to be born at the right time in the right place. I tell people if I'd been born a few thousand years ago I would have been some animal's lunch, because I can't run very fast or jump very high. Or if I'd been born in Bangladesh or some place things would have been different for me. So what I've acquired has been, on an enormous degree, the product of a society that's a huge capitalist society, and I was born into it at the right time, and I got these opportunities as natural rewards in respect to my contribution. There's all kinds of people who are just as good as me in terms of their gifts and service in time, they help in their communities, but I happen to be something that just pays off this crazy and I get every thing I want in life, and the idea that that money shouldn't go back to society but instead should go to a few people based on the fact that they came from the right womb strikes me as crazy. I mean, I do not believe in the divine right of the wealthy.

Q Okay, but do you also think it's amazing to leave children all that money?

A Well, I think it can be—I mean, you use all kinds of different results on it—best in the end any kids have had every opportunity in the world. I'm going to leave them a fair amount of money, and I've given them a fair amount of money, but nothing compared to what I have—so they've had the advantages of a good education, on average they're a little luckier on games, they're in the right country at the right time, so they have all kinds of advantages. And in addition, like I said, I've given them some money and I'll give them more money, but the idea that they should be just showered with money, when they can command the resources of society as huge way forward, can make me as morally inappropriate, and I think it's bad for the society. I've used this illustration that, if we were to pick our United States Olympic team based on the eldest son and the eldest daughter of those who represented us in the last 100 years ago, we would think that was insane, how to hand the resources of society, and the resources to command the labor of society and the materials of society, to a

branch of people simply because they happen to have the right last name strikes me as just as foolish in terms of how you manage a society as it would be to pick an Olympic team. The Olympic team will represent the world, and we believe in equality of opportunity. Well, how can you have equality of opportunity when you reward somebody billions of dollars just because they came out of the right womb?

Q You favor a hereditary tax?

A Yeah, definitely do. If you believe in a monarchy you have to, otherwise you've got a dynasty of wealth, and generally speaking we thought dynasties based on royal blood or something are a crazy idea in the U.S., and I think a dynasty based on wealth is kind of silly too.

Q What was more, is to make the money or to give it away?

A Well, it's a lot of fun to make it. I mean, it's just a lot of fun to play a game that you're reasonably good at and that you can stay active in when your legs go and all sorts of things, your eyes and everything. So I'm blessed by being in something that doesn't require hand-eye coordination or any of that sort of thing. You couldn't have a society that's more fun than what I do.

And it's nice to know that the money will be utilized in a way that helps people's lives. You may have read the story about my sister in the Wall Street Journal a month or so ago. I read all these letters [from her friends]

gent, who have more energy than I have for work, who are going to have a lot more years to develop their skills in giving away money, and who I know have the right education, so it just makes sense in terms of speculation of labor.

Q Do you ever think about the possibility of being the world's most generous man, one of the most powerful people ever, just also being one of the world's most acquisitive men?

A Well, it's worked out that what I do just pays off this way, but if it didn't I'd be doing the same thing. I'm doing it because I enjoy it, and if I'd ended up making a million dollars I would have been just as happy as making my more than that.

Q You've never been out as a pleasure your name on hospital wings, or go to big games and sit on prestigious benches and so on. Why not? Do you just find those things unsatisfying or boring, or what?

A I'd do it, I've run I would find it boring. And in the end, somebody else will put up money they wouldn't otherwise be put



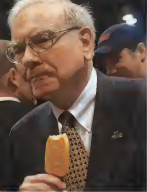
'The middle class are more philanthropic. In terms of what people are giving up, the Forbes 400 are probably the least.'

for personal help] on to her and I help land what she does, but I get their letters from people thanking me and telling me what a difference it makes. Well, she's the one that reads the difference. But it's a good feeling to find that perhaps a million people won't get media who would otherwise, or even, on a very small scale, that somebody's individual problems have been solved that in terms of what I spend my time thinking about, I spend my time thinking about Berkshire Hathaway, overthinking about that's why I'm famous [the charitable work] just to people who are younger, who are intellig-

ent, who have more energy than I have for work, who are going to have a lot more years to develop their skills in giving away money, and who I know have the right education, so it just makes sense in terms of speculation of labor.

Q Why did you want to give your money away in a silver bureau rather than give it to a foundation that will live forever with your name on it?

A Because I've given it to people who are good and they're known, generous, and I'd



Q What do shareholders get out of corporate philanthropy? Companies have to answer for every cent that goes out the door now—it's all about return on investment. What is the return on the noble donations?

A As a private company we don't give away any of Billaboard's money. I mean, our individual companies do things, they participate as they see fit. But our main agenda is enormous success, and they deserve it. What I do tell them when we buy them is, "Follow the policies you followed before, except for things that are personal in nature," so don't what they do. And in the private company level we don't do anything, we don't buy any titles.

Q Why not?

A If you go back to the

way, a sort of pure test of what people did unaffected by who was asking.

Q But what about companies that do go out and buy titles at events and sponsor that and sponsor that? Is that a good use of share holder capital?

A I wouldn't do it myself, that's all I can say. I don't believe in selling other people's lives to you charity. I tell them enough about how to run their businesses to other ways, but what people do with their money, in terms of sharing, that's up to them. I had a lot of people who thought I was following the wrong course, but if I'd followed what they told me to I would have given away all my money when I had about \$2 million and the world wouldn't have gotten any more. So, having been the recipient of a lot of advice on not only giving but other things—but particularly on giving—I don't feel I should tell other people what to do.

Q What advice would you give somebody who's got a normal salary and can maybe afford to put a little money or give some to charity? Is it best to accumulate a fortune and then give, or is it best to give as you go?

A I have a lot of student groups come here. I've got 16 universities scheduled—a few from Canada, in fact—and I get that question. I tell them, "Look, do what you feel good about doing. There's nobody that would say that the Boy Scouts are better than the Girl Scouts or something like that, it's up to you. Asking you what to do it—it's really your business—if you do have inner voice, find something that you want to participate in." I can't tell them whether one school is better than another or anything like that, but whatever they've got feelings about, just put yourself into it. You may change your ideas later, but follow your heart, basically.

Q It sometimes seems the world of philanthropy is sort of a luxury available only to the rich—that it's a world where rich people give away money in an almost whimsical way by rich people.

A I don't know. If you look in the U.S., about two per cent of the GDP goes to philanthropy, and people in the middle class are more philanthropic in a real sense. The interesting thing is, Utah jumps out because of the Mormons, they have by far the highest percentage of adjusted gross income going to charitable contributions, but the rest of the states. And that's not because the Mormons are richer—they just believe in it and they carry out their beliefs. If you look in this, church giving is a huge percentage of philanthropy in this country. I don't have any statistics on it, but I would bet that is

If we picked our Olympic team based on the eldest child of those who represented us 24 years ago, we would think that was asinine'

either her on somebody that I've seen, and where I've seen what they've done, and where I know their quality, and where they are doing what I believe they should be doing right now, rather than perhaps, under other ground, that 25 years from now somebody I'll be making equally good decisions and work with equal efficiency and all of that. Foundations and charity generally are not subject to a market system, any perpetuity is not subject to a market system by definition, and I really think a market system works pretty well so, somebody does very well with the money I give them and then the money runs out, they should be able to attract money from somebody else. There has to be some system that attracts organizations that don't do a good job, and in capitalism it was in a very real terms of business. It probably doesn't work as well in terms of something like foundations.

Q A few corporations give money as a donation, and they buy titles at events where people like you are featured speakers...

A That's one thing, I'll never run out of money! People sell me that when they retire, "Everything stops except the donations to the charity events."

So in '93 annual report, we set up this shareholder-designated contributions program where the shareholders told us the names of up to three charities they would like. I think share to donate to on their behalf on a per share basis. We gave away about \$100 million this way—we reward it like a partnership. Our shareholders told us, "Here's our share of the giving and here's what I'd like it to go to." We would give money to, like, 4,000 charities per year. There's an annual report which is particularly interesting. I listed out what people selected. Obviously we No. 1, and the typical corporate never gives money to a church, but that's what our shareholders wanted today. Some would send on a cheque, say to Crutcher University (a female school), and we'd let 10 people who had designated them to receive so much per share, and that's the real dollar.

You'll find this interesting: we had about 4,000 shareholders who used to participate in the program, which we had up until a couple of years ago. I gave them the opportunity to give assignments, and, like, two years ago would. So in the biblical chronicles, you know, don't let the left hand know what the right hand is doing. That left hand is doing, apparently. But I felt that was, in a



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I'm proud of my record at *Business*, so I'm not humble about that at all, but that it is an achievement over time, you know. Getting my name in a building isn't an achievement at all, getting an honorary degree is an achievement in all, it just doesn't mean anything.

Q: Tell me about your inner scorecard. What's on it?

Obviously it's being kept according to how I would feel about my dad wronging me, to get right down to it. I don't think about it that way every day, but if you put me down on a crash—when nobody ever has—I think you would find that in the end I want that scorecard to be one that my dad would find acceptable.

Q: And for related hard work and...?

'If you put me on a couch, I think you would find that in the end I want my inner scorecard to be one that my dad would find acceptable'

coming overhanging from the middle class. And they're giving money that means something to them, so some of whether they go to a movie, maybe, or something that works at that month. So I think it's true that the big numbers get splashed around, and they can make more of an impact on things that really require a focus of money-like medical research or something of the sort—but the average American is pretty philanthropic, and I would say that if you really measured in terms of what people are giving up, the Forbes 400 are probably the least philanthropic.

Q: You've always been used for your family. What's the story? You give your money to a charity with someone that name on it. Is that really effective for you or is it something that you have to work on?

I would expect that with all that money, there would be temptation. At No. 1, you get an inner scorecard, and my dad had one, and he was a huge influence on me. I got confused for a long time about it. I don't have a problem with that, as long as I know what I'm doing and why I'm doing it. Whether my name is on a building—what the hell difference does it make?

At No. 1 means, high interest rates—there are times when they're needed for one reason or another, but the world never comes to an end. My economy and ours have done pretty damn well over time. Just take the 20th century. The real GDP per capita in the United States—and probably in Canada—went up, like, sevenfold or more. There's never been a century like it in history, and if you look at that century, we had 21 percent unemployment, we had one war, one crisis, we had World War I and II, we had the Great Depression, so I don't regard any variable like that as being key at all. You know, it obviously has an effect on certain individuals, but, you know, everybody's debt is somebody else's asset.

Q: One last question. What do you think was more instrumental in your success? Do you think it was your outlook and your redemptive beliefs, or your judgment, your personal stability and experience?

A: I think the fact that my emotions don't rule my life in business or markets the way many people do is a huge asset, but the biggest thing is I was in the right place at the right time. I mean, just more or less 120 years.

Q: There were a lot of people there with you at the center.

At That may be, and I was weird night, you know? I mean, I wouldn't want to play chess with them. That wiring may be just as accurate as the wiring I have, but it just doesn't pay off in a market system in this country. It did for a very short period of time with Bobby Fischer, then it died again. So the wiring is enormously important. Somebody else is wired to be a great scientist or something, they contribute just as much, but a market system has to pay off now.

Q: Is it the wiring that made you a technical outlier or is it the more human qualities? Which do you rate as more important?

A: Well, both. You need them both. You need the wiring and then you need temperamental qualities. I get asked all the time by students, "Are you born with the script, or do you acquire them?" I don't know the answer to that, I think it's some mix of both. But I think you're born with the wiring, and then you've got to do something with the wiring. If you don't have the wiring, you're not going to be able to do certain kinds of things. ■

Warren Buffett will be speaking in Toronto on Oct. 11 to raise money for the Toronto General & Western Hospital Foundation. For more on corporate and personal philanthropy, see stories on pages 61 and 64.



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BLAME HILLIER

EXCLUSIVE EXCERPT: The inside story of one man's push for an Afghan mission, and a government that let itself be persuaded by EUGENE LANG AND JANICE GROSS STEIN

On Feb. 3, 2001, Gen. Rick Hillier, a charismatic and fiercely Newfoundlandian, became Canada's new chief of defence staff. The newly arrived commander had convinced prime minister Paul Martin that he was the man to stretch Canada's military from an Cold War era thinking and mind it for the post-9/11 world. As two expert commentators—Eugene Lang, former chief of staff to two Liberal defence ministers, and Janice Gross Stein, director of the Munk Centre for International Studies at the University of Toronto—on set out in his book *The Unexpected War: Canada in Kandahar* (Penguin), within weeks of his appointment Hillier had secured from Martin's government the Canadian Forces' largest foreign commitment in a generation. And Hillier had also persuaded the government to set the nation on the path to a war that no one, least of all Paul Martin, expected or wanted.

In March 2001, the moral imperative to stop crimes against humanity such as those being committed in Darfur or the steady violence in Haiti weighed heavily on Paul Martin's mind. The UN General Assembly had just passed a resolution giving legal weight to the "Responsibility to Protect" (R2P). The resolution emphasized that governments had obligations toward their citizens and when they shied from these obligations the international community had a moral responsibility to intervene within states to protect innocent civilians who were the victims of systematic violence or genocide. Sovereignty no longer trumped universal human rights. Canada had been a strong supporter of R2P for several years, but even as a supporter it had been involved in no development at every stage, and the Canadian ambassador to the United Nations, Alan Rock, had been instrumental in stalling the resolution through language by the General Assembly. Canadian fingerprints were all over this, along with a strong sense of pride and Canadian ownership.

But the attitude within the Department of National Defence was very different. R2P was



regarded as dangerous and recklessly naive, divorced from geopolitical and military realities. Deployment of several thousand troops would make little difference in many of these fragile or war-torn states, and Western governments, officials agreed, were unwilling to suffer the casualties that would inevitably flow from these kinds of actions.

Chief of Defence Staff Rick Hillier had been in office for only one month, but already he had managed to develop a confident and integrated Canadian plan for what he thought should be the nation's priority: Afghanistan. He saw a deployment that would get Canada deeper and deeper into the most troubled part of Afghanistan. It was risky, but it was an initiative that would impress the Pentagon and even George Bush.

Any barrier to Hillier's proposal—Canada's presence in Afghanistan that might have existed at Foreign Affairs' request—after Canada declared it would not join the ballistic missile defence program on Feb. 15. A new commitment, led by DND, was rapidly emerging in Ottawa. Canada, unlike particu-

lar the Canadian Forces, needed to do something significant for Washington—something that the Pentagon really valued—to compensate for the refusal to participate in BMD. Michael Kerger, former Canadian ambassador to Washington, put it this way: "There was this sense that we had let the side down...and then there was the sense that we could be more helpful, militarily, by taking a role in Afghanistan...We could make a contribution in a place like Kandahar." Martin's chief of staff Tim Murphy went further: "We would have done this anyway, but there was pressure to be seen to be doing something in support of BMD." Paul Martin duly felt the pressure. "There was a view coming out of the military and the Department of Foreign Affairs that we had to do something in order to repair the relationship in terms of both Iraq and BMD. I didn't agree," said Martin.

The new CDS put on the table an Afghan mission package consisting of five elements. The first would be the Provincial Reconstruction Teams in Kandahar, beginning in the late

summer of 2001. It would stay in place for at least two to three years, given the challenges of reconstruction in this part of Afghan territory. In addition, he argued that Canada should deploy JTF special forces in the same region. This was the highest value added military contribution that Canada could make while engaging combat in Afghanistan, a contribution that Washington would greatly appreciate.

Hillier also recommended that Canada respond positively to a British request to lead and command the Kandahar region multinational brigades for one month, beginning in the fall of 2001. That would require about 140 members of the Canadian Forces and a core of 50 generalists. Hillier argued the CF had the capability to run the brigades and that so would give Canada an important and unique window on the situation on the ground in southern Afghanistan.

To add to the Kandahar package, the CDS proposed that Canada deploy for one year (beginning in February 2006) a combat infantry task force of about 800 to 1,000 troops

A MONTH after taking office, Hillier had a plan for what he thought should be the nation's priority: Afghanistan. With Martin and Graham (bottom).

This unit would work with the Americans to conduct stabilisation and combat operations throughout Kandahar province. The task force would not be deployed to protect the PRT; it would have a robust capability to defend the PRT would not be geographically located with the task force. To be sure, it would be advantageous to have a combat unit that could be rapidly deployed to assist the PRT if it found itself in particular threatening situations. But this was not the primary reason for the task force. The fifth and final element was a 15-person team, including a CIDA member—labelled a Strategic Advisory Team—that would go to Kabul to work on important ministries of the Afghan government, such as Defence and Finance.

The plan was big and bold.

But the Pentagon, which had allegedly closed due to Canada's refusal to participate in military operations in Iraq. It would also prevent doors from closing in Iraq because of Ottawa's refusal to participate in military operations. Donald Rumsfeld was desperate to prevent the PRT's success in Afghanistan, so that the U.S. Army could concentrate on the rapidly deteriorating situation in Iraq.

But warning the respect of the United States and other allies was not the only argument Hillier made for his proposal. Canadians would be justifiably proud of their government and their military for undertaking a difficult and important assignment. The Canadian Forces could make a real difference on the ground, both in reconstruction and in the stabilisation of the security situation. And the prime minister would have transformed Canadian foreign and defence policy in a bold action, one that would make a mark for Canada in the world.

There was comparatively little discussion about the operational challenges of southern Afghanistan in general or of Kandahar specifically. Officials described the region as by far the most unstable and dangerous part of the country. Unlike the last time the Canadian Forces had been in Kandahar, the Taliban had regrouped and reorganised its ranks. Pakistan and new regularly crossed the international border, a frontier that the Pakistani communities living on either side—and the Afghan government—had never recognized. The Canadian Forces, and in particular the infantry task force and JTF, would be engaged in direct combat. There would be casualties. It would be a dangerous assignment, people would get killed, and the government would need to prepare the Canadian public for certain losses.

No official, civilian or military, would tell the world that the war was going on in southern Afghanistan. At that time, no civilian or military leader would suggest that the Taliban might signal the beginning of a new war. The military, after all, and the word war, was happening in southern Afghanistan. M. L. (the term was never used) was happening in southern Afghanistan. NATO's role in southern Afghanistan was, as we used in Defence Minister (Bill Graham's)

'WE NEEDED SOLDIERS TO KILL THE BAD GUYS. NOBODY USED THE WORD WAR,' SAID GRAHAM.



I was questioning Rick Hillier. He argued with great confidence and clarity that the Canadian Forces could meet the challenge that Ottawa should focus on the opportunity rather than the risk. Not only the United States, but also the United Kingdom, NATO, the UN, and the Afghan government would respect Canada's contribution. Canada would no longer be on the margin.

This mission would open doors for Canada in Washington, at a moment when the

Canadian Forces could meet the challenge that Ottawa should focus on the opportunity rather than the risk. Not only the United States, but also the United Kingdom, NATO, the UN, and the Afghan government would respect Canada's contribution. Canada would no longer be on the margin.

LES HILLIER/ALAMY
JAN GROSS/ALAMY

garrison to describe what the Canadian Forces would be doing in Kandahar. Even as late as January 2003, members of the Forces flew directly arriving back in Kandahar. Defence Department officials were still referring to the Kandahar deployment as their "leading mission" as "to assist robust peace support role, which will likely entail even greater risks."

"The mission was described to me as 'peace-keeping,'" recalled Bill Graham. "The PM would be doing the Three D's work [the integration of defence, diplomacy, and development assistance], but we needed combat troops because there was trouble, so had to push the region. But nobody fantasized the summer of 2006. The Light Armoured Vehicle (LAV) III was considered the perfect vehicle for the terrain, the perfect tactical response. We needed highly equipped, agile soldiers who would go into the villages, 'make love to the people' and 'kill the bad guys.' We told ourselves that we could do that and that it was possible. That no matter I would call prior to the 'invasion' of Afghanistan. Nobody who planned the mission anticipated that. Nobody used the word war to describe the mission. We were convinced that the Lava Irgas were well. Presidential elections were well. I think everybody was convinced that Afghanistan was a lot further down the road to recovery than it really was and these were pretty significant headwaters. We were probably drinking up much of our own bathwater."

Graham and his civilian and military advisors devoted a lot of attention to the political representation of themselves. Hillier was proposing to modify Canadian troops out of NATO's ISAF mission and into Operation Enduring Freedom led by the United States. And while the plan was for NATO to take command during Canada's deployment in Kandahar, the Canadian Forces would be without the cover of a NATO flag for several months at least. Also, there was still some uncertainty as to whether NATO, which had missed more than one target date, would move into the south at all. Given the importance of the Bush administration in Canada since the invasion of Iraq, having large numbers of Canadian Forces in an American-led mission would be politically awkward for the government. It could make a more difficult to generate the prime minister.

Still, Hillier's external many potential perils made Graham comfortable with the package, and he agreed to recommend it to the prime minister. If Martin approved, the mission would constitute the largest and most significant deployment of the Canadian Forces since the end of the Cold War.

ON AUGUST 20, six weeks before Martin was scheduled to meet U.S. President George Bush in Texas, word came that the prime minister would convene a meeting the next day to prepare for Waco. But the subject for discussion would not be Afghanistan; it would

A VISIT to Kandahar: Gen. Hillier hoped the mission would raise the armed forces' profile



'WE CONVINCED OURSELVES. WE WERE PROBABLY DRINKING TOO MUCH OF OUR OWN BATHWATER.'



be NORAD. At issue, the meeting was held in the cabinet annex on the third floor of the Centre Block around a large circular table. Graham, Hillier, Murphy, a handful of other officials and, of course, the prime minister were present. Very quickly, it became apparent that Martin didn't really want to talk about NORAD, he was preoccupied with Darfur. "Afghanistan was not a priority for me the way Darfur, Iraq and the Middle East were. Afghanistan had become our biggest commitment, and it shouldn't have been," reflected Martin.

Then Hillier started a conversation on Afghanistan. He laid out three options, with costing: the full blown five-alternative package, which had already been recommended to the prime minister, and two smaller options. Hillier made a concise and persuasive presentation on why Afghanistan should be Canada's principal focus for the next two years, and why all the elements in the package supported one another and would bring significant political and military benefits. His one in the room challenged him on the politics, the policy, or the military dimensions of the proposal. Except Martin.

The prime minister responded that he was concerned Afghanistan would consume resources,

both military and financial, even though it was not central to the kind of foreign policy Canadians wanted their government to pursue. He also rejected Hillier's suggestion that a large Canadian role in Afghanistan would build public support for the military. Martin



WAR IS COST: A reception for the 15th anniversary for the Sino-Soviet border conflict Aug. 15, 2007

as a member of NATO, had an obligation to stand with the alliance in Afghanistan, but his interest ended there. Hillier gave the prime minister unequivocal assurances that the complete package that he recommended in Afghanistan would not inhibit the Canadian Forces from contributing significantly to an international force for Darfur or Haiti in the Middle East, beginning in early 2007.

Hillier thought that by early 2007 the Canadian Forces, and particularly the army, would

THE CONSENSUS WAS WE NEEDED TO DO SOMETHING VALUABLE FOR WASHINGTON. THIS MIGHT BE IT.

Canada would do more than send a PRT to Kandahar. He would think about the options that had been presented to him and he would speak to the prime minister about the fiscal flexibility that would be needed. He would get back to Graham in due course.

IT WASN'T UNTIL April 10, almost three weeks later, that the Defence Department heard anything. The issue would go to cabinet in early May and the prime minister was not

be sufficiently motivated to convene a second mission. And since the official plan was to withdraw the combat infantry task force and the headquarters elements from Kandahar by early 2007, some more cost would be available for other missions.

The prime minister ended the meeting saying that

comfortable with the \$1.3 billion cost of the full package. In that cabinet meeting, Paul Martin decided that he would exclude from the package a lead role for Canada in the multinational headquarters. Adding that element to the mix drove the cost too high for the prime minister and for the finance minister as well. As Murphy reflected, "It was recommended that we approve the 'Gold-dollars' option, which was the pricier one. I talked to Ralph Goodale [the finance minister]. We picked the middle course which we were told would not add to the risk of the mission."

But Hillier refused to take no for an answer. The prime minister's duty objective was clear, so Hillier decided that the Canadian Forces

would find a way to fit the headquarters management within the funding envelope that Finance was offering. Some of Hillier's staff suggested it was impossible to find the funding within the envelope, but the general wasn't having it. This initiative was far too important to be voted down over money. "You cannot underestimate the desire of soldiers to prove themselves in combat," said Paul Hertenstein, a former senior foreign policy adviser in the Mulroney and Chrétien

thought the opposite more likely. "I made four demands of Hillier before I agreed to the mission," recalled Martin. "I want it, but I want it. We do peacekeeping and reconstruction and we have hearts and minds. I am going to make a big demand on Darfur soon and you have to tell me I can have all the troops I need. And you must have the capacity for Haiti if that blows up again. I told him none of this could be constructed by Afghanistan or I wouldn't agree to the mission."

Officials around Martin when they thought that the prime minister and his staff would see Hillier's package as a way to distinguish his government from that of his predecessor have repeatedly expressed that Martin would link anything to do with Afghanistan—no matter how big, or bold, or different from anything done in the past—to Chrétien's government and would, therefore, lead the proposal unappealing. Martin viewed Afghanistan, his communications director Scott Reid explained, as an inheritance from the previous government. The prime minister felt that Canada,

AND AN INFLUENCER

ON THE MARCH 20, 2007, PHOTOS BY GUY LAWRENCE

governments, "not all commanders do show their skill in managing real battles." ■

The full package was approved in cabinet. Canada would be joining big—very big, too. Kandahar began in late 2001, eventually ramping up to over 2,000 troops for a one-year assignment.

Twelve months after the decision, it was apparent that this mission was the most dangerous Canadian military operation in decades. Forty-five Canadian soldiers died in the first few months of the deployment. Canadian deaths in Afghanistan are proportionally higher than those of other NATO countries. The mission in Afghanistan changed the public image of the Canadian Forces from a military largely engaged in peacekeeping and humanitarian work—a public perception that ignored Canada's long military history—to one of an army engaged in full-scale combat and counterterrorism warfare. Canada's military was at war, and it was as war it says the whole country could not and did not. There is little doubt that some of the senior leadership in the Canadian Forces believed the explosion of the myth that the Canadian Forces were primarily peacekeepers. The mission was a chance to rebuild parts of the military from the ground up, to transform into an efficient fighting unit. As Hillier made this point in speeches in July 2002 at an informal, on-the-record media luncheon (being a soldier meant "you go out and buy me somebody. We can't see the Public Service of Canada," he declared). "We are not just another department. We are the Canadian Forces and our job is to be able to kill people."

The mission to Kandahar preempted the first national debate about Canada's role in Afghanistan fully five years and three wars soon after the Canadian Forces had first set foot in Afghanistan. It would sharply divide the Liberals and the Liberal party. It would also mark the beginning of a vigorous public debate about the appropriate role for Canada and its military in global peace and security operations.

No one in government or in the military predicted where the decision to go big to Kandahar would land. No one expected that within a few months the Canadian Forces would be engaged in counterterrorism warfare. No one predicted the widespread consequence that a package of military options that Hillier's proposal was like a stone thrown into a stream. The stone is small, but the ripples are wide. ■

From *The Unexpected War* by James Gross Smith and Eugene Lang. Copyright © James Gross Smith and Eugene Lang 2007. Reprinted with permission of Penguin Group (Canada).

WHO'S THE BOSS?

Ottawa hadn't the focus, or the expertise, to argue with the general

In a joint interview, Eugene Lang, political leader and former senior international affairs expert, asked about what they learned about Canada's search into Afghanistan while writing *The Unexpected War*.

Q: Did Gen. Rick Hillier and the rest of the military follow from their political bosses about what they were going to do by sending Canada into troops into Kandahar in early 2002?

Lang: I think Canada and most countries in NATO did not understand at that time what was going on in Afghanistan. There wasn't a sophisticated understanding of the deteriorating security situation in southern Afghanistan. John Reid, then the British defense minister, said, in respect to their deployment to Helmand [the Afghan province west of Kandahar], "I hope we're down there for a year or two and a shot isn't fired. Well, in the first two months they fired some things like a million rounds."

Smith: Gen. Hillier himself said he was surprised by the magnitude of the insurgency. **Q:** But there were warnings that Canada would suffer casualties. Was it just the extent of the fighting that wasn't foreseen?

Lang: We knew that it would be dangerous and that there would be casualties; we did not understand it as a war. Rarely was the word *insurgency* used, at least at a political level, to describe what was going on in southern Afghanistan. So it came as a shock to a lot of people, including the military, because the casualties weren't almost immediately when they hit the ground. We were not given to believe, and I don't think anybody believed, that it would be day in, day out, combat and casualties, week after week, month after month.

Q: Hillier emerges as a dominating figure in your book. What do you make of that?

Lang: I've met no one like Rick Hillier. He's unique. He's extremely intelligent, he's extremely articulate, he's strategic, he's a leader, he's charismatic. He's a little bit idealistic. He's got strong views. He knows what he wants to do with the Canadian Forces when it comes to transforming them. And, frankly, politicians, certainly in Paul Martin's government, were looking for that sort of leadership in the Forces. That's the main reason he was selected for the job.

Q: Is it too far-fetched? We like to think the elected politicians are running the show.

Smith: Steve and I have talked about this at length. There was no counterweight on the civilian side of the [Defense] department. There wasn't an adequate counterweight in foreign affairs. There wasn't, in some of the obvious places, the really deep policy capacity or the strategic focus.

Q: Beyond civilian bureaucrats, were the politicians up to arguing with a guy like Hillier?

Lang: Politicians never know as much about the military in military leaders. But certainly from both Bill Graham and John McCallum—Hillier was the head of the army



'I'VE MET NO ONE LIKE HILLIER. HE KNOWS WHAT HE WANTS TO DO.'

when I worked for McCallum—absolutely there was a challenge going on there. Not all of his views were accepted right off the bat or even at all. But he was, and still is, in my opinion, the most forceful official in the government when it comes to these issues.

Q: Hillier told Paul Martin that doing Kandahar would be a "crucial possible mission" in Haiti or Darfur. Was Hillier just telling the prime minister what he wanted to hear?

Smith: Whatever what Gen. Hillier whether he was surprised, his answer was that he didn't expect the mission in Kandahar to consume resources at the rate it did.

Lang: The mission ended up a lot more

challenging than they expected. It's completely consistent with the Defense Department—intellectually, in terms of equipment, financially.

Q: Maybe Ottawa simply didn't have enough Afghanistan expertise to properly size up the challenge.

Smith: Absolutely. How many Canadian speakers do we have inside the government of Canada today? How many *Das* speakers? The irony, though, is that we have the fourth largest Afghan expatriate community in the world living in this country.

Lang: Keep in mind we didn't have an embassy in Afghanistan from 1975 to 2003. When the Martin government was making the Kandahar deployment decision, probably the person who knew the most about Afghanistan in the government of Canada was Rick Hillier. He had commanded the ISAF mission in Sufed for more or 10 months, and he'd worked really hard to understand the country and develop linkages into the government. He was more or less our Afghanistan expert.

Q: What happened if Canada didn't report out of Kandahar, as scheduled, on, or early on?

Lang: Ultimately, this is NATO's responsibility. There are 26 members of NATO. There are five or six down there in the most



THERE WASN'T A SOPHISTICATED UNDERSTANDING OF THE SITUATION

vulnerable part of the country. I suspect none of the other European countries are prepared to go down there, it will probably fall to the Americans and the British.

Smith: I think there will be huge strains in NATO as we get closer and closer to that time. This is going to be a wrenching debate inside NATO.

Q: What's at stake for NATO?

Smith: NATO assumed that mission in a

climate of multilateral approval and UN authorization. Almost all the key reports are in a place. And yet when you see almost from the beginning is a race for the safest places among the contributing countries. You have the Germans, the French, essentially looking to contribute in the part of Afghanistan that poses the least risk. On that basis, NATO cannot go forward over time.

Q: Is Afghanistan unique, or should Canadian troops not be pulled into similar failed states in the future?

Lang: The world's not a stable place. There's a lot of these conflict-ridden places. This is where the Western countries will be called on to intervene.

Smith: In the sense that Afghanistan is a nightmare, it's an unbalanced nightmare. We have to learn from the mistakes we've made. Probably the biggest thing we have to learn is that there are not short-term missions. Deploy for two years and leave? Probably better off not to. ■

Refocus

James Gross Smith and Eugene Lang

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Not so Great Lakes have sprung a leak

BY KATE LIVING - Imagine pulling the plug on a party hubbub. That's what one reader's group claims is happening on the Great Lakes, the fad of which—Lake Superior—recently hit its lowest point on record for the month of September. This year's water level was four centimetres below the previous September record, set in 1926, according to the U.S.-based National Oceanic and Atmospheric Administration's Great Lakes Environmental Research Laboratory. (The U.S. Army Corps of Engineers put it at 10 cm below the old record.) While the NOAA lab and the army blame drought and mild winters for Superior's current levels, all five Great Lakes readers, and the reason why isn't yet clear.

Mary Muter of the Georgian Bay Association says the Great Lakes—specifically, Lakes Huron and Michigan—may have sprung a leak, like champagne "bubbles" caused by dredging in the St. Clair River (Huron's outflow) has effectively pulled the plug on both, which are fed by Superior. "Once you take away the head gravel cover, you expose soft sand that naturally erodes," Muter says. "The GLERL estimates that 2.5 billion gallons of excess water are sucked down the St. Clair each day. Muter believes rocks should be placed on the river bed to staunch the flow." To not be mislead-



WHAT CAUSED Great Lakes water levels to drop to record lows?

ing this resource as a responsible member is a digression," she says.

But say everyone agrees: "You don't just fill up a river," says Environment Canada's David Roy, noting that the environmental and financial costs of doing so could be significant. "What's more," we simply don't know if the GLERL is true. "Several factors could be contributing to the shrinking of the Great Lakes," Roy notes, from natural fluctuations to climate change. A \$100-million study by the International Joint Commission—which oversees the border for Canada and the U.S.—will examine erosion on the St. Clair River. Some dredging could be reported as early as Oct. 17. The study wraps up in 2013. ■

Standing up to the energy industry

BY NICHOLAS KÜHLER - Last Sunday, the Energy and Utilities Board, Alberta's energy regulator, threw out over two years of how-ay-into-a-messy-power-line-fixing Calgary and Edmonton. Now that the EUB had hired private detectives to spy on lawmakers opposed to the line forced the move, as well as the dismissal of an agency security unit.



STELMACH
All boom and no action for Albertans

Such a move, says Stefan Stelmach, a University of Alberta political science professor, is "an unprecedented move in the EUB's history as it is to have a regulatory agency hiring private investigators."

The whole affair acknowledges a fear among many Albertans that their government is, in the University of Alberta's Harold James' words, "basically an agent of the energy industry." It may also hint at Premier Ed Stelmach's response to recommendations by a costly review panel that recently called for a \$2-billion hike in oil and gas duties if the once infallible EUB can suit a major project, maybe Stelmach can up Alberta's royalties.

Also for Stelmach, it's not so simple. Last week, EUCorp Corp. threatened to pull a billion dollars in spending from Alberta should he do so—a gambit that "approaches corporate blackmail," says Ughem. Then Alberta's auditor general issued a scathing report agreeing with many of the panel's findings—specifically that government inaction has allowed Albertans out of billions in royalties.

Stelmach's job is to find a compromise he can sell to an electorate fed up with oil boom money complaints—wastefulness. That middle way would balance the oil needs, considered robust enough to take a bribe, against the realities of oil and gas firms near Fort McMurray, now struggling with high labour costs and a strong Canadian dollar. Finding the balance may be the easy part, but the launch hasn't so far succeeded in selling his decisions. Furling this could cost his party the next election—which would be an unprecedented in Alberta as an energy regulator hiring private investigators to spy on lawmakers. ■

Spooked: cash woes haunt cities

BY JORDAN TIMM - The Stanley Park Halloween Ghost Train has become a family tradition in Vancouver. Since 1996, parents and kids by the tens of thousands have spent their October nights riding the park's miniature railway through a haunted landscape created by and populated with actors from a local theatre company, the Mortal Coil Performance Society. This fall's edition was to have a cast of 25 actors playing phantasmal perils, and a haunted galleon floating on the Stanley Park lagoon. But an ongoing labour dispute over wages and benefits between the Canadian Union of Public Employees and the City of Vancouver has forced the cancellation of the Ghost Train, and will leave the park spook-free this year.

"We have about 30 staff who work on this every year, and unfortunately they're out [on strike] right now," says Karina Broughton, vice chair of the city's park board. "Even if they come back today, we wouldn't be able to get it up and running."

It's not the only program for families that's been caught in



BUSTED: A labour strike has put B.C. ghosts out of work.

the middle of a municipal budgeting dispute. The City of Toronto, facing a \$175-million budget shortfall for next year, decided last month to close community centres on Mondays to save money, a decision it has since reversed. Now, in a budget saving of \$164,000, the city is considering keeping its 400-skiing skating rink closed until January, leaving skaters playing kids with no ice over the Christmas holidays. It's part of the cuts Mayor David Miller says will be necessary unless city council agrees to a proposed tax increase.

And with cuts across the country struggling to make ends meet, many programs that have been cut on may be the chopping block. The CUPE strike in Vancouver is grinding slow and a no-strike, but it's too late for Storm by Park's Halloween celebration. "We're very disappointed that this happened," says Houghlin. "There are 40,000 people around the Lower Mainland who are disappointed, too." The workers agree to live up their duty while they're looking they don't face a similar disappointment this winter. ■

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BY MICHAEL PETTIGREW

IT'S CYBERWAR!

Web attacks may soon become a standard part of global conflicts

BY MICHAEL PETTIGREW • In the overheated rhetoric of Chinese military strategists, it is known as the *assassin's snare*—an expression that refers to an unconventional weapon or strategy whose impact is so unexpected and unpredictable that it can tilt the balance of war in favor of the weaker combatant. The Chinese assassin's primary target is the United States. The assassin's weapons, however, relies more on intrigue and technological subterfuge than brute force. Earlier this month, *Aspen* officials, speaking off the record to the *Financial Times*, disclosed that leaders on level 6 of the Chinese People's Liberation Army had successfully penetrated the Pentagon's computer network. The orders had ordered a glitzy unveiling of the growing importance of cyber warfare, China's newest assassin's snare.

Germany has also accused the People's Liberation Army of hacking into its networks, and Britain admits that attempts to penetrate its networked systems are a growing problem. In fact, most developed countries are widely assumed to engage in cyberespionage, which refers to the extraction of sensitive information from the networked systems of governments and private businesses—accomplishing what traditional spies once did without the trouble of making contact, or sneaking far from a computer terminal. "That's the beauty of the Internet," says James Lewis, a senior adviser at the Center for Strategic and International Studies in Washington.

"Twenty years ago, you had to send somebody to infiltrate and in-bias outside the phone lines and hope you could recruit someone. Now you can do it remotely."

Cyberwarfare is a step beyond espionage. It involves disabling or corrupting an adversary's computer systems. This spring, for example, Taiwan accused Russia of cyber attacks that crippled bank and government computers following a dispute between the



IN A "GODZILLA SCENARIO," A COUNTRY'S ENTIRE INFRASTRUCTURE IS AT RISK



CHINA is the most aggressive U.S. security institution (online)

two nations about a Russian war memorial in the Korean capital. Russia has also been accused of cyberattacks against Ukraine, while South Korea has alleged that North Korea has created 600 hackers for attacks not only against it but also the U.S. and Japan.

In China that is the most aggressive—and perhaps least discreet—about its efforts to exploit cyberwarfare's potential. That's because cyberattacks are seen as valuable weapons in

asymmetric warfare, meaning a contest between unevenly matched opponents. "China is concerned that, financially and technologically, it cannot defend the United States in a traditional sense on face-to-face war," reported the U.S.-China Economic and Security Review Commission in testimony to Congress this June. "As evidenced by the trajectory of its military modernization, Chinese defense planners are seeking to accomplish the goal of undermining the U.S. military's technological edge through a variety of disruptive means. Among these is cyberwarfare."

The cyberwarfare envisioned by the Chinese would entail using the online vulnerabilities discovered against *Hitler's*, *Soviet*, and *Yan* ports to what James Lewis calls the "Godzilla scenario," in which a country's entire infrastructure is targeted, banks, airports and communications networks are shut down, and public order disintegrates. The chances of such a scenario unfolding are remote. It is unlikely that the Chinese, or any other state, have the capability to unleash such damage, and doing so would only be useful in a total war.

A real conflict between China and the United States, however, would almost certainly be a limited one fought over Taiwan, an American ally that China views as a breakaway province to be "reunited" with the rest of China. The United States has pledged to assist Taiwan should China invade. Its geography favors the Chinese. Taiwan lies just off the coast of China but is separated from the island state by the Pacific Ocean. In any war with China, Taiwan's strategic will be to hold out until U.S. forces arrive. China's strategy is to delay that arrival long enough to force Taiwan to negotiate its capitulation.

James Mulvenon, director of the Center for Intelligence Research and Analysis, which does contract research for the American intelligence community and the Department of Defense, says that the Chinese have probed American military networks and concluded that attacking them can cause the most damage when forces are being marshaled and sent to a conflict zone. "If you allow the U.S. military to get locked and loaded on your beaches with the full force protection package, it's over," he said in an interview with Maclean's. "The U.S. military is just going to pick apart your command and control network, and it's going to be ugly. But the vulnerability is in that deployment phase."

Cyberwarfare is not going to start a war on its own. "The problem for the Chinese is, right now there is no way they can use cyberwarfare to stop civilian battle groups from leaving California and going to Taiwan," James Lewis says. "But suppose you could disrupt the information that your opponent's command centers were receiving. Suppose you could distort GPS signals, distort, eh, the whole lot, so that they displayed the information they were getting. If you can do that, if you can create uncertainty in the minds of your opponent, then you've got an advantage."

The United States clearly believes the threat presented by cyberwarfare is real. It will build a "Cyber Command" to be run by the U.S. Air Force, which, according to Maj. Gen. Charles Liden, will "train and equip forces to conduct sustained global operations in and through cyberspace, fully integrated with air and space operations." The Department of Homeland Security also has a cybersecurity division to protect civilian networks.

For the moment, there are precautions against a threat that is as yet partially developed. "It's well a type of warfare that is over the horizon," says Wesley Work, a visiting research professor at the University of Toronto who specializes in intelligence and security. Of course, the same might once have been said about chemical or nuclear weapons, or about American or other military innovations, from gunpowder to mechanized flight. ■



THE CROWN PRINCE (below) feared that an economic free-for-all would ruin his city

Vancouver on the Persian Gulf

The UAE has brought in West Coast planners to give Abu Dhabi a lift

BY NANCY MACDONALD • For Abu Dhabi, the good life isn't only for expats, while nearby booming Dubai grows pains for its mega malls, sky-high hotels and links to one world or another, and land and sea. For the crown prince, immediately after he's stepped from a 130-year start as co-director of planning. Last

Last month it quietly unveiled plans for a major makeover. That includes designing a futuristic light rail, metro system and a multi-billion-dollar cultural precinct. Sandra J. Davidson is off the coast of Abu Dhabi will house the biggest Guggenheim yet, by Canadian-born architect Frank Gehry, a space-performing art centre by award-winning architect Zaha Hadid, and a residential element by Zaha Hadid. With French consent, it will also get a Naval Lounge. Sure, the city will make room for more skyscrapers—Dubai, Persian

these past—burial positioning itself as the anti-Dubai. And if Vegas-style Dubai inspires them, their Vancouver will be Abu Dhabi's. To re-create Vancouver on the Gulf, Sheikh Mohammed bin Zayed Al Nahyan, who took control of Abu Dhabi after his grandfather's death in 2004, is tapping the crown prince, immediately after he's stepped from a 130-year start as co-director of planning. Last

IT WAS BOUND TO HAPPEN—GLOBAL ENTHUSIASM FOR 'VANCOUVERISM' IS WIDESPREAD



month, Beasley headed five senior staffers from Vancouver's planning department, offering them a salary that is rumored to be triple their city pay. "This was bound to happen sometime. Global enthusiasm for 'Vancouverism' extends far beyond the Emirates. As Plan Abu Dhabi 2030 was being crafted out, Dubai's top urbanists flew into Vancouver. Like U.S. Jewish and Chinese delegations before Zaha Hadid, with French consent, it will also get a Naval Lounge. Sure, the city will make room for more skyscrapers—Dubai, Persian

the early 1960s, Vancouver's core area population has doubled. More people now live downtown per hectare than anywhere on the continent, including Manhattan. And it's like in part to the progress area development spearheaded by Beasley.

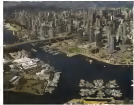
If you know developers close, they're like bugs, says Nat Bosa, president of Bosa Development Corp., which has developed 50 mid-rise scale projects in B.C.'s Lower Mainland. "We gotta be governed. A developer will take everything he can get." Beasley's plans have brought dense, mixed-use new neighborhoods to the core. Developers—not taxpayers—have paid for new schools, daycare centres and soccer parks in Yaletown and Coal Harbour. Western cities like San Francisco, in Seattle's South Lake Union neighborhood and in Dallas, indeed, San Diego, are starting to look a little like Vancouver. Sure, Abu Dhabi may, too.

A year and a half ago, Abu Dhabi's new generation of rulers lifted a ban on property sales by citizens and introduced legislation to encourage foreign investment, triggering a real estate boom and a cultural shift. For years, following strict customs, plots of land were simply given away by the sheik, who donated that "not a single grain of sand to be sold", transfering ownership (regarded as sacred) to the crown prince grew worried about the effect of the free for all growth—thought to cost 1000 billion. Abu Dhabi needs to modernize, but it doesn't want Dubai. The infrastructure, the lack of green spaces, the over-saturation, and the frantic development," says Beasley, whose first task was assembling a planning authority.

The most dramatic act was reorganizing a proposed 11 and 12 lane freeway—four days before the contractors were to be. Vancouver remains the only major North American city without a freeway, and Beasley likes it that way. "Congestion is our friend," he told a visiting delegation of U.S. city leaders from the U.S. state of Georgia last year, because it's for us people to get out of their cars and walk. In a heavily wooded, light-rail meeting with the prince, Beasley explained how a freeway cutting through the heart of his historic city, along Selkirk Street, would split Beasley's policies—their daily plans. The crown prince listened, then said he'd for three or four years



BEASLEY has brought the skills he used as co-director of planning in Vancouver (lower left) to the UAE



—"which felt like a half-hour," says Beasley. "It finally said 'You got enough done in an hour.' Now go away and come back in three months with an alternative. It better be good." The downtown is a natural gathering series of tunnels, expanded boulevards and a transit system "sensitive to Arab culture."

NO FREEWAYS, SAYS BEASLEY. 'CONGESTION IS OUR FRIEND'—BECAUSE IT ACTUALLY MAKES PEOPLE GET OUT AND WALK.

with separate cars for women. Clearly, Abu Dhabi isn't Vancouver. In some respects, it may never be.

Over the next two decades, a half-dozen Vancouverites and a whole lot of parakeets could reach their home in the heart of the city, much as the model is beginning to show. Workers love the pretty street, but locally the Vancouver Muslim has been downed. Vancouver's paradise that too much was in the early days, says Joe Roganowski, who recently produced the documentary film, *Vancouver*.

concrete in Vancouver. City planners certainly didn't create the Downtown Eastside, but they haven't improved it yet. The city's core, meanwhile, is whole—its own transiency to—and the rigid style that dominates huge swaths of the entire North American agglomeration on suburban tract housing. Vancouver's first Ring Three. They say city's new core face transiency "reset." And all these shiny roads mean? Cash cars. Their roads are almost five times higher than for an office tower, as a result, says the western

Canadian architectural critic and columnist, Trevor Baily. "It's the last time it was proposed was 1999." A third of Vancouver's head office jobs have been relocated, some to megacities, like Richmond and Burnaby. Indeed, a revenue estimate in the new national leadership projections for the Skyrail, Vancouver's elevated rail system, have more people coming for the suburbs in the morning, than coming for the downtown. If all goes as nothing to plan, Abu Dhabi may find itself hoping the new light rail reaches Dubai. ■

Germany's summer of hate

Racially fuelled attacks are on the rise in the Federal Republic

BY DANYLO BAKHALESHKA • Fisher has picked a good spot. The corner of Friedrichstrasse and Unter den Linden in downtown Berlin is almost always thick with the swirl of pedestrians. She catches people's stares, appearing as if out of nowhere, an agitator stirred by a racist infirmity with three ring binder. Head cloaked in a hijab, the 28-year-old woman is walking her dog in Berlin's

central district, a neighbourhood where crimes within the country with the Moslem past.

They included an ugly incident in August in which a woman in Munich, a town in Germany's notoriously intolerant, chased right behind men across a public square after they were seen on a weekend festival. Accompanied by shouts of "Foreigners out," the 30- or so hoodlums in black bays and drop facial gashes requiring stitches and hospitalisation. Despite dozens of witnesses, none reports suggest an bystander tried to stop the attack. Police have yet to charge anyone.



MUSLIMS have evoked suspicion, but Jews, Indians and Czechs have also been attacked

old, presides herself as a human rights advocate and starts flipping through glossy pages of critical newspaper clippings, explaining how Iran's oppressive regime is responsible for dozens of politically motivated executions each year. She asks for money, but it's enough. A member of Germany, she says, because belligerent. Maybe that's why she won't give her last name. "A lot of people ask me, 'Why are you wearing that head scarf?' Why are you trying to spread Islam in Germany?"

Islam never enters into Fisher's pitch, yet some Germans choose to see only a money grubbing Muslim getting in their face—and they don't like it. That sort of racial prejudice usually surfaces largely below the surface—and not just in Germany—but that was a bad omen for the Federal Republic. A number of highly publicised, racially fuelled attacks have

defied, racism and prejudice no longer seemed confined to the many impoverished and underemployed residents of the former East Germany, where western Germans often view as the trailer park trash of the republic.

Charlotte Knobloch, president of the Central Council of Jews in Germany, arguably said it best. Knobloch dared to ask whether the public debate should now be reopened, shifting from the cost to move all of Germany as having a race problem to serious that parts of the country are considered too dangerous for viable minorities. "In the face of the accumulating acts of violence against minorities in this country," Knobloch said, "one has to ask whether the discussion over 'two-state' units—currently focused only on the Federal Republic's east—needs to be broadened."

While information and politicians continued to say the right things, the incidents kept piling up. In one attack in mid-September, in the eastern German city of Magdeburg, three drunk men hurled a racial insult at a black man from Albania before beating him. A week later, in the port city of Wismar, four students from the Czech Republic and Hungary were subjected to xenophobic insults and pepper-sprayed. Around the same time, German Cardinal Joachim Meisner, 73, issued faculties when, in a sermon, he described certain acts as "degradation"—an extremely offensive and politically charged term that the Non-Violent used to label art that was at keeping with

try where almost one in five residents, or 15 million inhabitants, comes from a majority family.

Shortly after the Munich debate, the European Union Agency for Fundamental Rights (FRA) published a report showing Germany last year recorded 12,987 crimes with a racial or ethnic motive, up almost 15 percent over 2005.

The 2006 figure included 684 offences considered violent—a 16 per cent hike over the 315 observed in 2005, notes Nicole Tschäp, a sociologist who specialises in racism at the European Future for Migration Studies in Berlin. Beach speculates that one factor in the dramatic increase may have been greater police vigilance during last year's World Cup soccer tournament hosted by Germany. But another, says Bruch, "might be the growing self-confidence of right-wing groups after the recent election success. Last year's of the right-wing movement, NPD."

But across Europe, hate is up. The FRA study also noted that between 2000 and 2007



ONE CAMPAIGN features slogans like "Friendship isn't a question of origin"

(or 2006 in some cases), eight out of 11 EU member states—including Germany, England, Denmark and France—had experienced an upward trend in hate crime. Two weeks ago, Greece for the first time voted into parliament Members of "LADs, an extreme-right wing, racist and religious party. In Switzerland, the election of nationality, the right-wing Swiss People's Party last month created a furor with a campaign poster depicting three white sheep against the backdrop of a Swiss

flag, looking a black sheep out of the country. The party wants to deport anyone who cannot be assimilated into a racist.

One high-profile way in which Germany is trying to combat racism is through public education. A series of billboards across the country shows visible minorities interacting with Caucasians, under the party's slogan, "Friendship isn't a question of origin." "Friendship isn't a question of origin," Bloch perhaps has with the younger generations, but the older ones seem unlikely to change. For in

stance, an otherwise kind elderly woman walking her dog in Berlin will tell you she lives in a nice neighborhood if you're a migrant worker, but on weekends the park is, well, overrun with Turks and their smelly barbecues. "We're that there thing against foreigners," she says. Or take the increasingly anti-muslim placards hung in a Berlin suburb who points to an obese, extremely black child in swim trunks at the beach. "I say, look over there!" he says with a smudge "for age." ■

HOPE LIES WITH THE YOUNG, BECAUSE OLDER GENERATIONS SEEM UNLIKELY TO CHANGE

Hinter's repressed Aryan ideal. And last weekend, about a dozen youths in a Berlin suburb recruited three Gypsies in their mid-20s, looking and pushing the two men and shoving the women to the ground as they chanted racial epithets.

It's too early to say whether there is a statistically verifiable upward trend in hate crimes for this year. What the most recent numbers do say, however, is troubling. In a poll last year, 12 per cent of German respondents said they "fully agree" with the statement: "Too many foreigners are living in Germany." Another 27 per cent said they "rather agree." That's a problem for a country



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WHAT THE MOST RECENT NUMBERS DO SAY, HOWEVER, IS TRUING



CALIFORNIA: NASTY SYMBOL FROM OUTER SPACE
The U.S. Navy is spending US\$600,000 for landscape and roof modifications on its Coronado, Calif., barracks. Built in 1967 as four L-shaped buildings, the complex never sparked controversy until the Google Earth site. Users of the satellite imagery software were disturbed to see that the four L's form an unintended but dramatically visible swastika. "We don't want to be associated with something as hateful as a swastika," said a Navy spokesman.



With the right education, girls who want to change the world become women who do.

Coming home? After a while, crocodile.



CRIMEY: Relocating dangerous Australian crocs is problematic

BY PATRICIA TREBLE • Crocodiles are so ruthless that scientists have turned to satellite technology to track their movements. But newly released results of the first such experiment have revealed a surprising twist. It turns out that the ill-tempered and vicious creatures get homesick. In 2004, Australian researchers grabbed three large male crocodiles from northern Queensland, fitted satellite transmitters to the backs of their heads, and relocated them by helicopter anywhere from 50 to 125 km away from their homes. After briefly exploring their new surroundings, each reptile soon "rapidly and apparently purposefully" returned to their capture locations, clocking between 10 to 30 km each day on the return trip.

The most impressive odyssey came from the animal released to the other side of Cape York Peninsula. This croc took just 10 days to re-environmentalize the land, a distance of 411 km. University of Queensland zoologist Craig Franklin, one of the authors of the study, was impressed with the aquatic journey. Crocodiles are thought to use mostly anaerobic respiration for their sudden bursts of deadly energy, yet these three were able to sustain long lengths of aerobic activity. "We thought crocodiles think very quickly," said Franklin, "but here we show very clearly that they are capable of moving marathon distances for days on end."

He theorizes that the crocs were able to navigate home through the use of cues such as magnetic fields and their position relative to the sun. "Crocodiles are more closely related to birds than they are to any other reptile," explains Franklin, "so they are possibly using navigational systems similar to birds." Crocodylipologists put the world's largest crocodile, it's also the most dangerous. Unfortunately, the statistics conclude that relocating problem crocodiles away from areas of human habitation "is of dubious value because many of them return." ■

Scum rating: worldwide corruption

BY KERECCA ADERHMAN • In the search for Hyperion's missing worlds remains and the international community's growing uneasiness against the party, the state also known as Burma faces further crises from the world economy. Last week, a scandal broke in a global corruption index, scoring 1.4 out of 10—also being the highest level of perceived corruption—the state is Somalia, but worse than Sudan and Iraq.

Transparency International, an NGO committed to fighting corruption, has published its Corruption Perceptions Index every year since 1994, using data compiled from 14 expert opinion surveys to rank perceptions of public sector corruption in 180 states. Scoring poorly is particularly embarrassing: countries are judged not on the perceptions of their own citizens, but by experts of other countries. So it's not the Burmese who've indicted their leaders of rampant corruption, or the Russians who've awarded Vladimir Putin's regime a dismal 2.3. It's the global community that has done the truth telling.

Unsurprisingly, a few scores are closely linked to high levels of poverty and political turmoil. Almost the entire Arab world declined in under five points, but it's Iraq that's caught in a tailspin. Recovering seemingly from corrupt underpinning "democratic" regime, Iraq's score of 1.5, down from 2.1 in 2004, is a

night on Nixon at Malibu's government. "Corruption is no longer a local issue," said Transparency International. "It is an international problem—exactly like fighting terrorism."

Canada, on the other hand, came in at a respectable 8.7, ninth place overall, beating the 20th-ranked U.S. In third place was Iceland, New Zealand and Denmark. But 71 Canada's

BRAO'S MALICE: Corruption is a global plague, like terrorism

executive director Erwanne Best says that high scores can be deceiving. "We have an enormous problem that's just not an accident," she says. "We've got 1.5 we can improve. That's a lot." ■

The bloom is off the Rose Revolution

BY RABY MACDONALD • Anger and crusade ride in Tbilisi. Georgia's pro-Western president, Mikhail Saakashvili, who was merely swept to power during the bloodless Rose Revolution of 2004, is facing off against angry protesters—and newly united political front. Four years ago, the U.S.-educated, then 36-year-old lawyer came revolutionarily toppled the hard-Soviet-vintage autocrat, Edward Shevardnadze. Now his popularity is plummeting amidst critics' accusations of corruption—and murder plots.

Former defense minister Irakli Okruashvili, who was exiled from office last year, alleges



GEORGIAN PROTESTS: Charges of state-sanctioned assassination

that Saakashvili encouraged him to kill a prominent businessman, and implied that the Georgian reformer was involved in the 2005 death of prime minister Zviad Zhukashvili, who died from gun poisoning. Two days after making the astonishing accusations, emotional witnesses, Okruashvili—who has provided no evidence—were arrested on charges of money laundering and theft. This triggered a 15,000-strong anti-government rally in the capital—the biggest since 2003.

"Clearly there was political motivation behind Okruashvili's arrest," says Corey Wilt, director of the Russian and Eurasian Program at the Washington-based Center for Strategic and International Studies. Still, the country has "a penchant for corruption theories," cautions the University of Toronto's Aseel Bouas, an expert in Eurasian politics. And accusations of corruption may have more bite in fact than claims of murder plots, says Wilt. Georgia's are corrupt, but "incredibly corrupt," notes University of Chicago sociologist Georg Derluguian, among the world's leading experts on the Caucasus.

The real problem, a score, is a widespread sense of "revolution delayed." Since Saakashvili, prices have skyrocketed, and promised employment gains never materialized. Georgians are no longer leading the love. ■



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CANADA'S TOP 100 EMPLOYERS

After 12 months of review and investigation, we've narrowed a field of 1,800 applicant companies to the 100 best places in Canada to build a career to fit your life and your goals.

BY JASON KIRBY • It wasn't long ago that tech companies were seen as the vanguards of what great employers should be. An ideal working environment circa 2000 was measured by the number of foosball tables in office, while business attire consisted of jeans and T-shirts. Few appreciated the reality: techies dressed that way so they could easily slip out under the nearest foosball table after six hours at the keyboard.

These days, that won't cut it. Take Next Level Games, a small but fast-growing Vancouver video game developer that appears for the first time on this year's Top 100 not for its profits, as compiled by Mediasep, is an industry lioness for chomping through workers. Next Level tries to strike a balance between work and life, offering some of the most luscious parental benefits around and structure

INSIDE

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workers here convert. This is what it takes to be considered among the best employers in Canada. And the bar is only getting higher. Thanks to the tight labour market, quality workers are now asking not what they can do for their bosses, but what their bosses can do for them. Hundreds of employers are answer-

ing the call, so this year's list stresses that what it also reveals is just how fast and dramatically the modern workplace is changing.

Over the past year, Richard Struma and his team at Mediasep pored over thousands of pages of material from more than 1,800 organizations to identify the very best. This is perhaps the most in-depth analysis of human resources trends in Canada's public and private sectors available anywhere. It's not a ranking, but a compendium that aims to shed light on what the best employers are doing to retain talent. Mediasep will publish its full report of the Top 100 employers in book form this coming spring.

Next Mediasep isn't planning on the project seven years ago, so valuable trends have begun to emerge in the benefits employers offer. That, a competitive psychographic re-

premiere. But Mediaworld's analysis shows it takes creativity, more than big budgets, to be the best. "There are smaller employers you might never have heard of who are trying things and realizing that they can offer industry-leading benefits," says Yemima. "You don't have to be big to be good."

Some of the biggest changes have been in the benefits offered to new parents. In 2003, when Ontario doubled its maternity leave to a full year, only a handful of companies topped up payments to help out families. Now the majority of employers on the Top 100 list, with some coming as high as 94 per cent of an employer's benefits while on maternity leave. It's not just moms getting a better deal either. Today half of all employers on the list top up payments to fathers, double the figure just two years ago. Helping parents is now changing the way employers view the virtual workplace. Many leading organizations now accommodate staff who wish to work from home by tapping into the boom in telecommunications. Fully 82 per cent of employers on the list let people do some work from home, up from 66 per cent in 2004.

Employers have also boosted the vacation time offered to new employees. It used to be workers had to wait several years before

they could earn a three-week vacation. It's quickly becoming standard for Top 100 employers to offer three weeks right off the bat, while some highly competitive sectors like oil and gas workers at first.

Among leading employers there's also been a dramatic push to help staff improve their skills. Almost all employers on the Top 100 offer some form of tuition support. Now are such programs limited to big employers. At the Great Life Boat Company in Vancouver, for instance, tuition support is available to the children of all 120 workers, too.

This year, Mediaworld also expanded its focus to look at how employers integrate recent immigrants. Qualified workers are scarce, yet too many new Canadians fall through the cracks because their foreign credentials aren't recognized. A growing number of the Top 100 employers have begun to accept qualifications from other countries, while offering programs to help recent immigrants adjust. Others have gone further still. Toronto-based accounting firm Pricewater-

houseCoopers recently extended its program to the families of immigrant staffers, even helping spouses find jobs.

New trends will continue to emerge as labour markets tighten and employers strive to set themselves apart. For example, organizations have begun to offer compassionate leave for workers with a terminally ill family member. Since last year, Toronto Hydro has offered employees to take sabbatical up to eight weeks off, while topping up their payments by 91 per cent. Expect to see even more employees follow suit.

Of course, even with the best benefit package, there's no guarantee employees won't jump ship, especially in hyper-competitive industries. But the market leaders know what it takes to have the best workers, and flexible titles and casual dress codes aren't it. ■

TORONTO HYDRO offers leave for workers with ill family members



THE TOP 100



Generous vacations, staff discounts, on-site daycare and more. Here are the companies that put employees first.

BY RICHARD YEMIMA

Every year the competition gets bigger and tougher, as the winners reap the bar on what Canadian workers can expect from their employers. Thus far the companies have understood what it takes to attract the best talent, and to boost the bottom line.

(1) Indicates number of Canadian full-time employees

CONSUMER SERVICES

ABERDEEN INC.
Online at heart of bookstores, Walmart. Employer matches 401K contributions, share purchase plan. Flexible work options. (2, 171)

INDUSTRIAL AND RESOURCES

ALBERTA PACIFIC FOREST INDUSTRIES INC.
Pulp facility, Regina, Alta. Property has a 16-hectare trout pond with no net and fish-raising rig. Offers career advancement. (1, 405)

ALTRISAC INCORPORATED
Energy company, Calgary. Workers get long summer weeks and extra days off at Christmastime. Offers career advancement. (1, 405)

BOKING CANADA TECHNOLOGY LTD.
As computer equipment manufacturer, Montreal. Offers a 401K plan, flexible work options, career advancement. (1, 405)

CAE INC.
Aircraft simulation manufacturer, Montreal. Full tuition available to most employees. Profit sharing plan. 401K plan. Flexible work options. (1, 405)

CEMENTATION CANADA INC.
Cement manufacturer, North Bay, Ont. Weekly volleyball games for workers and spouses plus golfing and golfing tournaments at holiday party. A worker wins a free trip to Cuba. (1, 405)

ENERGIDIG INC.
Natural gas distributor, Calgary. Vacation starts in third week plus 12 more paid days off per year. Four separate health benefit plans. (1, 405)

EPSON UTILITIES INC.
Electricity, water and gas supplier, Edmonton. Workers can take five personal days off each year in hourly increments. (2, 382)

PROCTER & GAMBLE INC.
Consumer products, Toronto. Workers can choose incentive days by transferring unused credit from health benefits plan. Flexible work options. (2, 171)

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GENERAL DYNAMICS CANADA LTD.
Defence contractor, Ottawa. Offers a 401K plan, flexible work options, career advancement. (1, 405)

GREAT LITTLE BOX CO. LTD.
Box manufacturer, Vancouver. Workers get a 401K plan, flexible work options, career advancement. (1, 405)

NEW FLYER INDUSTRIES LTD.
Full service for age and on during their training. Benefits of work-life balance. (1, 405)

NORTH ATLANTIC REFINING LTD.
Fuel production, Corner Brook, Nfld. Employee discounts on gasoline and hotel bookings. Full-time employees' flexible and working days to train workers. (1, 405)

PCL CONSTRUCTORS INC.
General contractor, Edmonton. Employees spend 10% of their time on-site. Offers career advancement. (1, 405)

SHELL CANADA LTD.
Petroleum company, Calgary. Discounts on gas purchases and tuition for employees' personal interest courses. (1, 405)

SPELLENDIG INC.
Lumber products, Ashtabula, Alta. Offers a 401K plan, flexible work options, career advancement. (1, 405)

TECAN WILL SERVICE LTD.
Oil and gas well equipment, Calgary. Offers a 401K plan, flexible work options, career advancement. (1, 405)

PROFESSIONAL SERVICES & COMMUNICATIONS

BLAKE, CARROLL & GAYDON LLP
Law firm, Toronto. Offers career opportunities. \$1 million in scholarship program. Employee directed share plan. (1, 405)

SUNCOR ENERGY INC.
Energy company, Calgary. Up to 17 paid personal days on top of vacation. Scholarship up to \$1,000 for workers' kids. Flexible hours. (1, 405)

TOYOTA MOTOR MANUFACTURING CANADA INC.
Automotive manufacturer, Cambridge, Ont. Employees get \$1,000 off vehicle purchase. Great leaves. Flexible hours. (1, 405)

TRICAN WELL SERVICE LTD.
Oil and gas well equipment, Calgary. Offers a 401K plan, flexible work options, career advancement. (1, 405)

PROFESSIONAL SERVICES & COMMUNICATIONS

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Law firm, Toronto. Offers career opportunities. \$1 million in scholarship program. Employee directed share plan. (1, 405)

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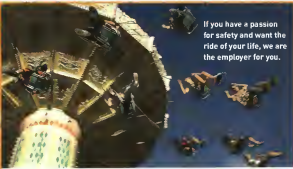
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NALIAK HUBALD LTD.
Newspaper publisher, Antigua
Growth-oriented, no 9 to 5
territories off. Flexible health plan
including vision benefits. (335)

NEL & KNOWLSON CANADA
Public relations firm, Toronto
Employee lounge complete with
bar and media room. Weekly office
banquet. Cash bonuses for course
completion. (137)

I LOVE REWARDS INC.
Recruitment & employment, Toronto
Vacation start of few weeks
increasing to five weeks after
three years on the job. up to
five paid days off for volunteering
at local charities. (79)

JACQUES WHITFOOT LTD.
Consulting engineering firm,
Brampton, N.S. Front-end
top-ups to 75% of salary for 33
weeks for new grads and 32 weeks
for seniors. (150)

KPMG LLP
Audit, tax, corporate finance
services, Toronto. Subsidized
child and elder care, seven paid
personal days off, bonus and
grants for recipients, paid
vacation time etc. (335)

HAVEN CANADA LTD.
Insurance broker, Toronto
Discounted home and auto
insurance, reduced summer hours
full tuition offered etc. (211)

HEUTE & PARTNERS LLP
Accounting firm, Toronto
Emergency child care, up to three
weeks paid study leave. (150)

FACIT NEWS PUBLISHING INC.
Dental developments, Haliburton
Out. Life-time office has private
dock, on-site fitness facility and
employee volleyball court, age
reduction and a paid day for
two to a exotic destination. (56)

**PRICEMETER/DUE-
CODRINE LLP**
Accounting and professional
services, Toronto. Discount
\$10 000 on behalf of the employee
members of the year, annual
bonuses alternative to \$1 000
five paid days off in addition
to vacation. (518)

SARITEL
Communications company, Re-
gina. Member and non-member
team offers more than 400 courses,
four fitness centres, swimming.
RSP week deductions in addition to
a traditional pension plan. Tuition
rebates etc. (3430)

SHISS RE
Re insurance company, Toronto
Insurance and career opportunities,
financial fee rebates range from
pension bonuses to low interest
home loans. (795)

URBAN SYSTEMS LTD.
Engineering, plans are and land
survey architects, Kamloops, B.C.
Home discountage if young people
for one or two weeks travel and
offers support if they pursue a
trade or more schooling, matching
RSP contributions. (271)

WISDEOP ENGINEERING INC.
Consulting engineering firm,
Mississauga. Subsidized home and
auto insurance and low interest
home loans. Cash bonuses of up
to 30% for great job performance
etc. (47)

YELLOW PAGES GROUP
Telephone directors, Montreal,
Que. Alternative work options
include telecommuting, flexible
schedule and reduced summer
hours. (1332)

PUBLIC SECTOR AND NON-PROFIT

APPLIFY COLLEGE
Private school, Oakville, Ont.
Complementary laptop computer
free comprehensive fitness facility
that has a swimming pool and
indoor pool. (172)

R.E. SAFETY AUTHORITY
Safety Standards Act administra-
tor, New Westminster, B.C. The job
includes a car allowance, no lunch
hours, no shift work, no overtime,
reimbursement for travel expenses,
allowance for moving expenses, allow-
ance for relocation. (151)

**BUSINESS DEVELOPMENT
BANK OF CANADA**
Crown corporation for business,
Montreal. On-site day off for
the night through the health
benefits plan, retirement benefits
up to \$2 000. (1482)

CANADA POST CORP.
Postal firm, Ottawa. Pooled in-
creased leave program.
Aboriginal education incentives,
manager's team bonus, retirement
savings etc. (91356)



**CATHOLIC CHILDREN'S AID
SOCIETY OF TORONTO**
Social support services, Toronto
Extended maternity leave for up
to three years, no house moving
expenses and a special education
leave program. (59)

**CERTIFIED GENERAL
ACCOUNTANTS
ASSOCIATION OF CANADA**
Accounted representatives,
Mississauga. Free on-site gym with
pool and fitness classes, salary
and extra insurance, bonuses for
computer purchase. (121)

**DURHAM REGIONAL POLICE
SERVICE**
Police service, Whitby, Ont.
Pension top up to 75% of salary
for 35 weeks for new grads and
32 weeks for seniors. (1233)

**EXPORT DEVELOPMENT
CANADA**
Crown export agency, Ottawa
Employee language incentives in
English, French, Spanish, Russian,
Mandarin and Portuguese, generous
pension leave plan. (1056)

FINAN CREDIT CANADA
Crown financial agency, Regina
Maternity top up payments to 95%
of salary for 32 weeks, no personal
days usually. (1193)

**HAMILTON HEALTH
SCIENCES CORP.**
Health care services provider,
Hamilton. On-site daycare has
emergency care space, tuition
subsidies up to \$1 000. (582)

**HANITABA LIQUOR
CONTROL COMMISSION**
Provincial alcohol agency,
Winnipeg. Maternity top up to
95% of salary for 15 weeks, five
paid personal days off every year,
tuition subsidies. (381)

**MCILL UNIVERSITY
HEALTH CENTRE**
Teaching hospital, Montreal
Variety of flexible work options
including reduced summer hours
on one day off, most employees
get four weeks vacation after the
first year. (545)

NATIONAL ARTS CENTRE
Cultural theatre, Ottawa
Maternity leave top up to 95%
of salary, tuition subsidies, four
paid personal days off. (182)

N.B. POWER HOLDING CORP.
Electric utility, Fredericton
Extended time off program allows
for extended paid leaves up to
four months, based on service
creditor. (181)

**OFFICE OF THE AUDITOR
GENERAL OF CANADA**
Federal government auditor,
Ottawa. Variety of flexible work

options arrangements and unpaid
leave—only mother recently open
a year. (3446)

**ONTARIO POWER
GENERATION INC.**
Electricity utility, Toronto
Extensive support for ongoing
education, professional develop-
ment, health benefits for retirees,
on-site health centre. (11434)

ROYAL B.C. MUSEUM CORP.
Provincial museum, Victoria
On-site museum plan, contribute
hours, extended health coverage
for retirees. (1130)

ROYAL CANADIAN MINT
Coinage mint, Ottawa
Parent leave top up to 95% of
salary for a year, generous pension
contributions. (176)

**SASKATCHEWAN
GAMING CORP.**
Provincial controlled gaming
agency, Regina. Maternity leave
top up to 95% of salary, no
leave payment up to 95%
of salary for 17 weeks. (429)

**SASKATCHEWAN
GOVERNMENT INSURANCE**
Insurance provider, Regina
Insurance fees, loans up to \$3 000
for computer purchase, tuition
subsidies. (146)

SINOH FRASER UNIVERSITY
University, Nanjing, B.C. Summer
camp programs for employee
children, on-site fitness centre,
fitness facilities. (4530)

TORONTO HYDRO CORP.
Electrical utility, Toronto
Parent health benefits, adaptive
top up payments to 95% of
salary for a year, employees
control the charitable foundation.
(1537)

**TORONTO INTERNATIONAL
FILM FESTIVAL INC.**
Film festival organizers, Toronto
Access to film screenings and
to tickets plus staff pass for the
festival, tuition subsidies. (117)

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RESIDENT MUNICIPALITY OF WESTLAW

Municipal government, Mississauga, B.C. Two family memberships to a nearby fitness centre, free yoga classes, and fund-raiser program. (2-04)

REGIONAL MUNICIPALITY OF YORK

Municipal government, Peterborough, Ont. Lots of options for part-time or irregular public health subsidised parental leave top-ups. (2-954)

FINANCIAL SERVICES

ASSURANCE CREDIT UNION LTD.

Financial services, Mississauga. Active diversity and equity hiring with women's coaching for senior managers up to \$1,400 yearly for workplace. No shift work. (3-972)

FIDELITY CANADA

Mutual fund company, Toronto. Fitness salon plus parental leave top-ups, matching RSP, employee stock purchase plan. (3-146)

MERC BANK CANADA

Financial services, Mississauga. Helped us parents get \$4,000 scholarship for kids, last year's highest bonus was \$731,000. Low attrition leave leave. (3-202)

HEMA CANADA BANK

Active credit card program, Ottawa. Hourly casuals for new employees, handyparts get 40% off and weeks of paid vacation, 40% and less time to work. (7-687)

SPUR FINANCIAL TRUST

Financial services, Toronto. On-site yoga and exercise classes, generous parental leave. Free paid parental days off. (7-146)

RUSSELL INVESTMENTS CANADA LTD.

Investment management services, Toronto. Tutoring subsidy recently resulted in \$5,000 child work paid school every 18 years, early changes on long summer weekends. (3-202)

TORONTO-DONMILLON BANK

International bank, Toronto. Low travel home leave, training programs for employees with large disabilities. (3-473)

VANCOUVER CITY SAVINGS CREDIT UNION

Financial services, Mississauga. Purchase extra vacation days by driving hybrid car, investment national loan rates for hybrid vehicles. (1-469)



TECHNOLOGY

ARCIS CORP.

Scientific data processing centre, Calgary. In-house child care, free healthy breakfast and lunch, no. exempt. Company celebration at lunch with an entertainment pool by the employer. (4-5)

ROHAR CORP.

Value group developer, Edmonton. Free healthy meals, an extra week off after the release of a new product. Families and friends can enjoy movie nights at on-site theatre. (3-17)

RITHEAD INC.

Systems development, Ottawa. The office is a better area has a movie theatre that employees can use to play live, and Xbox games play a 12 in bar complete with beer. (3-48)

CHRISTIE DIGITAL SYSTEMS CANADA INC.

Video group for systems, Kitchener, Ont. On-site personal trainer at fitness centre, in-house training courses up to \$5,000 in travel benefits. (3-51)

EVERS INC.

Information technology, Langueville, Que. Five full-time options include compensated work weeks and telecommuting, school health credits can be transferred into pension plan. (3-11)

NEWLETT-PACKARD (CANADA) CO.

Computer products, Mississauga, Ont. Workers and their family can use the firm's lake-side lodge north of Kington, Ont. (4-000) in recent engagement, including business travel. (3-871)

KEANE CANADA INC.

Software developer and consulting, Halifax, Nova Scotia. Office with view of Citadel Hill, tuition school as short purchase plan, matching RSP contributions. (3-08)

LAURENCE CONTROLS LTD.

Power and control products, Markham, Ont. All employees and parents given a paid Christmas

more weekend by good work, vacation given to four weeks after five years on the job. (1-22)

MICROSOFT CANADA CO.

Computer software products, Mississauga, Ont. Information travelling snack car, dining subsidies get free paid days off. (3-62)

HEET LEVEL GAMES INC.

Video game developer, Mississauga. Full benefits for part-time staff, profit-sharing and stock purchase plans, employee perks available at work. (7-0)

PROGRESSIVE SOLUTIONS INC.

Power products industry with wine, Vernon, B.C. Informal policy of leave as if being a required for trip, employees achieve a good work-life balance, generous employee leave, paid Christmas holidays. (7-8)

RESEARCH IN MOTION LTD.

Wireless communications devices, Waterloo, Ont. Free Staff Room for all employees, an on-site massage treatments, share options. (3-244)

SAS INSTITUTE CANADA INC.

Data warehousing and business solutions, Toronto. New "green" staff office with on-site gym, allowance for home, travel, equipment and more, in-house band plays company functions. (2-07)

SAPNET CANADA INC.

Web development, Toronto. Discounts on home internet access and computer equipment, four weeks vacation after three years. (1-14)

SEBRA SYSTEMS GROUP INC.

Technology consulting service, Vancouver. In-house profit-sharing plan open to all employees, auto loan discount rates, sample computers get secure backup and disaster recovery. (2-9)

STRAIT JAMNORTH SOLUTIONS INC.

Web-based and wireless software, Waterloo, Ont. Four weeks vacation after two years, up to \$8,000 annually for continuing education, high percentage of co-employees hired full-time. (2-08)

VEER INC.

Visual image editing, Calgary. Being it is to work in a dynamic emergency, maintains a list of budgets for workers' use. (1-67)

VIVINE GAMES CANADA LTD.

Interactive video games, Vancouver. Known as Radio Entertainment, the firm has an indoor log cabin, rooftop patio and fully equipped fitness centre, travelling afternoon coffee cart, no paid parental days off. (2-18)

OTHER

ASSOC. OF MANAGEMENT, ADMINISTRATIVE AND PROFESSIONAL CROWN EMPLOYEES OF CANADA. Union bargaining agent, Toronto. \$600 for fitness and wellness

activities, parents leave top-ups to 10% of salary for a year, four weeks starting vacation. (2)

BAYER INC.

Chemical and polymer research, Toronto. New employee lounge with games area and quiet room free fully equipped gym. (3-53)

DIAGNOSTIC CHEMICALS LTD.

Pharmaceutical manufacturer, Chesham, Ont. On-site bus to \$1,300 for tuition at nearby university, academic scholarships. (2-05)

NOHANTO CANADA INC.

Aggregated research firm, Mississauga. Free travel and adaptive top-up benefits to 90% of salary for 26 weeks, share purchase plan, generous tuition, travel days. (3-13)

PHYCON CANADA INC.

Pharmaceutical company, Oakville, Ont. Scholarships for employees' children, tuition subsidies to \$5,000, employees lounge free breakfast. (2-87)

SYNTHETA CROP PROTECTION CANADA INC.

Crop protection products, Oakville, Ont. Annual travel credit by \$600 for gym membership and even get travel subsidies, matching RSP contributions, scholarships up to \$2,000 for employees' kids. (1-13)

compiled by Patricia Trebil



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WORKERS WITH BENEFITS

The culture of perks is exploding, and if you want to win the talent war you'll need to offer more than a decent salary and a few weeks vacation BY COLIN CAMPBELL

Sometime next spring, 15 lucky employees of Ceridian Canada will won a one-week holiday in Peru. "Really company-paid, first class all the way," says John Cardella, Ceridian's head of HR, or in his official introduction, "chief people officer." Leave it to a company whose business is all about human resources to know

received \$1,900. And for the pet-loving employees, there's even a heavily discounted pet insurance program—something that dozens of Ceridian's employees take advantage of, says Cardella.

It used to be that there were two things that really mattered about a job: the pay and the pension. There in a few weeks of vaca-

tion a larger and larger share of overall compensation. Wages may have barely kept pace with the cost of living in recent years, but a lot of the perks where most employees really made gains, says Richard Kelly, a senior economist with TD Bank. In a report last month, Kelly noted that in the United States since 2000, the growth in benefits has been three to four times greater than wages. That has ensured that overall compensation has indeed kept up with economic growth. "It's definitely an increasing trend," he says.

The perks boom has its roots in the hyper-competitive information technology sector of the late 1990s—and most noticeably in

CERIDIAN CANADA is offering 15 employees an all-expenses-paid trip to Peru, and executives routinely have their club memberships paid



how to motivate its workers. The winners are packed from a bar filled with nurses of deserving employees nominated by their peers throughout the year. The trip is just one of the benefits perks the HR services company offers to 1,500 employees. Beyond the basic benefits, like a health plan and generous maternity and paternity leaves, there's also the \$100 fitness subsidy, which workers can use on anything they want, from a gym membership to new golf clubs. There's even the year-end bonus, in which five per cent of the company's annual profit is divided up and given to employees. Last year, everybody



IN THE UNITED STATES THE VALUE OF BENEFITS IS GROWING THREE TO FOUR TIMES FASTER THAN REGULAR WAGES

tion, and that was about all anybody expected. Not so anymore. The perks subculture now permeates every level of Canada's labour market—from the ranks of white-collar professionals, to the regions of hourly workers, from the boardroom to the company canteen. Not only have benefits become more extensive, but in the past decade they've come to rep-

resent a larger and larger share of overall compensation. Wages may have barely kept pace with the cost of living in recent years, but a lot of the perks where most employees really made gains, says Richard Kelly, a senior economist with TD Bank. In a report last month, Kelly noted that in the United States since 2000, the growth in benefits has been three to four times greater than wages. That has ensured that overall compensation has indeed kept up with economic growth. "It's definitely an increasing trend," he says.

The perks boom has its roots in the hyper-competitive information technology sector of the late 1990s—and most noticeably in

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business resources at Workshop Engineering in "Warrington." "I remember at one point, group of employees coming in and saying, 'we want a pool table or we'll resign.'" That culture survived the tech bust of 2001, and human resources experts say that across the economy they're still tested companies for qualified employees—especially the experienced women in tech business continue to retire, even if there is an economic downturn. "They're a war for talent going on," says Cardella.

The result is a workplace that tries to do more than just make space for life alongside the drudgery of work. It's about breaking down the barrier between the two and allowing the notion that a job is something you do on a day-to-day basis as you afford to do things you enjoy the most of the time. That has meant the spread of luxury collections, fully equipped health clubs, and on-site day care, remote jobs a few examples. At the Carleton, a professional services company in Calgary, for example, employees have their own desks and breakfast for employees who work early. Even the traditional benefits have been adapted to meet the needs of top employees. These perks paid vacation for first-year employees is increasingly common.



QUEST COMMUNICATIONS CEO Edward Mueller's family use the company jet to commute.

Many also provide top pay for executive and top executives. And many offer lower summer hours, and give employees more Fridays off for a jump on long weekends. The rise in this kind of non-wage compensation can be explained in part by rising incomes and the prevalence of two-income families. "Other things become more valuable than that extra dollar of pay that you get," says Kelly. "Businesses that are competing for employees are competing with wages, and they're also trying to market themselves



QUEST COMMUNICATIONS CEO Edward Mueller's family use the company jet to commute.

by having better benefits than each other." But the spook of the boom in perks culture hasn't been diminished very evenly across the workforce. At the top, the greatest, and most expensive bonuses and rewards, are reserved for those on the executive front line. This year, the new CEO of Quest Communications, Ed Mueller, took pay to a whole new level when he secured approval for his family to use the corporate jet to fly between California, where the company is based, and Denver, where his stepdaughter goes to school. A U.S. study by the Institute for Policy Studies and the think tank United for a Fair Economy found that top 100 executives in the United States took home an average \$438,562 worth of perks. The study notes that a minimum-wage worker would have to toil for 16 years to earn that much.

Along with free rides on the corporate jet, many executives also take home perks like cars and golf club memberships. Although they are rarely fully disclosed—typically they're based on the executive's prior of mortgage rates—these perks can add up to some impressive dollar figures. Donald Galsman, the chief investment officer at M&B Financial, received \$82,300 for "personal expenditures, including car payments and club membership" last year. Along with a \$1 million bonus last year, Lloyd Blankfein of Goldman Sachs received \$738,000 for car loans.

All this has raised some important questions about just what the culture of perks is accomplishing, and for whom. Most North Americans are well aware of the exploding gap in executive salaries compared to wages in the rest of the economy. And as focus shifts to wage benefits, a similar gap is developing. At large public Canadian companies, more than 90 per cent of an executive's compensation now comes in the form of benefits like bonuses, retirement plans and stock options, says Shamsul Chowdhury, a business professor at Dalhousie University who studies executive compensation. "It's increased a great deal more," he says.



SEVERAL CANADIAN CEOs receive tens of thousands a year to cover the cost of their car loans.

A glance at the pay of executives at some of Canada's largest public companies shows just how significant it can be. Gregory Wilson, the president and CEO of Barrick Gold Corp., earned \$1.1 million last year. His bonus was \$1 million. Gerald Schwartz, the CEO of Oxy Corporation, took home \$755,050 in salary last year. His bonus was \$12.5 million. Many public companies now also carry in billions worth of millions of dollars in over growing company-funded executive pension plans, not to mention severance payments that can add up to several years' worth of salary and bonus.

In the U.S., this executive largesse has begun to erode into a political issue. Earlier this year, Barack Obama introduced a provision in the U.S. House of Representatives that would let shareholders sue an executive pay package. The Securities and Exchange Commission has also recently pushed for more disclosure over executive pay and perks. Critics say the big rise in bonus pay versus salary is mainly an ugly tax loophole. But increasingly companies are under pressure to reward executive compensation that is more closely tied to performance, says Chowdhury. Stock options, for instance, although widely abused, are a benefit with real value only when a company's stock price goes up. So long as the company's profits and share price are on the rise, executives have generally been willing to swallow the enormous compensation packages paid to executives.

There's no sign that the gap between wildly inflated executive perks and the average employee's perks will narrow anytime soon. There is evidence that aspects of executive pay are slowly trickling down to the corporate ladder. "The increased focus on the link between pay and performance is something boards are embracing, and a lot of companies are understanding that message down through the organization," says Ian Morris, a principal with Mercer Human Resource Consulting. Workshop, the engineering firm in Warrington, is meeting this year to make all of its

'ONE GROUP OF EMPLOYEES SAID—WE WANT A POOL TABLE OR WE'LL RESIGN'

to get worse. If companies don't respond in creative ways they will lose the war."

And that's what many employees might not quite understand when they take advantage of that latest share accumulation plan or apply for a company-funded tuition subsidy to upgrade their skills. If business is a war, then talented workers are the troops of the desert, and with the loss of institutional memory and trained employees in training, it costs. Many forward-thinking HR types have come to realize that in three or four years, when the next generation of employees is key, and striving for that next perk, creativity is key. Get it right and you'll create loyalty. Screw up and you'll create jealousy and resentment. And as time goes by, the expectations, right from the boardroom to the call centre, only seem to be going up. ■

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CORPUS CULTURE and the word **workplace** have left legions of workers feeling under siege. Are the complaints real, or are we just getting soft?

DEALING WITH THE STRESSED

Workplace stress costs the economy more than \$30 billion a year, and yet nobody knows what it is or how to deal with it. BY KEN MACQUEEN

Life is hard. You work in a "fabric-covered box," as Dillard puts it. Same drill in the IT department: machines your every keystroke. Lunch is a greasy slab of pizza or drink, eaten under heavy metal fies. Your eyeglass is shot, you're going to flub, you're worried to make this job a 30-hour week because your spouse is off in one hour, and the weekend to meet her ridiculous deadline. It's 4:59 p.m., and if you're late again the day after, she'll dump the kid on the street and call Children's Aid. Grab the cell. Grab the BlackBerry. You just know the boss is going to zap your electronic look if he sees you leaving this early. Yeah, life is hard.

It's, you know, stressful. Whatever that means. Science part of an employee is workplace

mental health issues now costing the Canadian economy an estimated \$35 billion a year in lost productivity, as well as billions more in medical costs. It's become a political priority for Prime Minister Stephen Harper, who recently announced a new Mental Health Commission of Canada. With almost one million Canadians suffering from a mental health disorder, "it's now the fastest-growing category of disability insurance claims in Canada," Harper said. The cause is unclear. "Some blame the hectic pace of modern life, the need to work and to succeed, families, often separated by great distances, or the mass migration from small-scale communities to huge, impersonal cities," he said. If there was a false note in his speech, it was his optimistic view of society's comprehension of the issue. "We now understand," he said, "that mental illness is not a supernatural

phenomenon, or a character flaw."

Well, maybe. Such understanding is hardly universal in the workplace, where, as Harper noted, "stress or worse" exacts a heavy toll. It's as likely that stress-related mistakes will be viewed with a combination of cynicism, incomprehension, and a skeptical bordering on hostility. "It enters a field that includes many employees, some academics, and co-workers resistant at picking up the slack—stress is the new whiplash, more hazy, more expensive, harder to define, and even more difficult to prove. Or to disprove."

"Stress," says U.S. author and workplace counselor Scott Shepard, "is probably the most overused and abused word in the English language—with the possible exception of love." It means everything and nothing. It is, he argues in *Attacking the Stress Myth*, "The Great Escapist." Look at the members' warm letters on off the charts and series of the series who do likewise up accountants' little more than draining the company coffee pot.

The cause of this growing but on productivity is indeed a mystery. Did the world get harder, or did people get softer? Or are employees stuck with an inflated labour force of their

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BACK BENDING The industry of fitness, people performed back bending work for exercise pay, and yet stress was an inherent concept

own creation? It's not as if today's children will be sent to work in the mines. Women aren't struggling to make ends, while men are several more who died in industry than aren't spending six hours a day playing kids behind a desk, or sweating over some mechanical component of the Industrial Revolution, waiting for an answer to be dragged into an attic. No, odds are you're just indoor work, no heavy lifting, a 40-hour week (in theory), held up time, and a big-screen TV waiting at home. How hard can life be?

Well, one person's dream job can be another's nightmare.

NIGHTS, WEEKENDS, Jane Tawman, an employee on the Sunday campus of video game giant Electronic Arts (Canada) Ltd., gave her all to her job. She was part of the team producing EA's wildly popular NFL game series EA predict itself, working hard, playing hard, and of place. The complex looks like a work-art paradise, complete with a sand-covered beach volleyball court, an artificial turf soccer pitch, a full on fitness centre, massage, yoga classes and sunset rooms. That's a gourmet cafeteria, and an employee concierge service to look after such necessities as dry cleaning and car washing. In exchange, EA expects a "high degree of worker commitment."

Tawman, an employee since 1996, earned strong performance ratings in her early years, regular bonuses and stock options. She rose through the ranks, after using what down time she had to catch up on her sleep. "My Tawman's career was her life," says a divisional partner by the firm's Columbia Human Rights Institute. But life caught up with her

By 2003, at age 42, she was carrying a heavy load, and looming deadlines preyed on her mind and ruined her sleep. Dealings with co-workers were strained, questions from supervisors were met with tears or anger.

She resisted her doctor's urging to take stress leave, fearing it would hurt her career. Finally, on the edge of a breakdown in September 2004, she handed her doctor's note to a supervisor and requested leave, only to

"Chronic job stress has emerged as what you might call epidemic terms," he says. He co-founded the group 10 years ago, as private insurers grew alarmed at the rising impact of mental health issues.

The first indicator was the spiralling costs of prescription drugs for medicines that were "impossible to treat," says Williamson, who also now serves as chairman of the workplace advisory board of the Canadian Mental

'CHRONIC JOB STRESS HAS EMERGED IN EPIDEMIC TERMS. OUR JOB IS TO MAKE A BUSINESS CASE FOR MENTAL HEALTH.'

be told EA had already decided to fire her. Big mistake. The failure to investigate her deteriorating condition or to accommodate her medical condition violated the provincial human rights code, the tribunal concluded. "She thought that EA was a company that prided itself on looking after employees," it said. "Instead of investing any time and energy in bringing her back, healthy, to her work place, it fired her." She suffered from depression and was placed on long-term disability by her former employer's insurer. At the time of the ruling in 2006 she was still on long-term disability. The tribunal ordered EA to pay almost \$194,000 in costs, insurance, stock options losses and damages. "The injury to her dignity, feelings and self respect."

Employers neglect the work environment as their peril, warns Bill Williamson, a law firm insurance company general and now CEO of the Global Business and Economic Round table on Addiction and Mental Health

Health Commission. Depression, anxiety, hypertension were all part of the mix. "As a business you first focus on how we reduce these costs," he says. After a decade entered in the sector, Williamson has not only become a trigger for mental health issues, and heart physical ailments in hypertension and heart attacks but there remains, he stresses, day material lost rooms and career offices. "We have to talk tough love to business leaders all the time," he says. "Our job isn't to make a case for business, it's to make a business case for mental health."

Still, the depression remains. In the case of politicians, for example, some think they can leave just as excuse to escape political problems. Canadian soccer captain veteran NDP MP Bernard Valiunas walked into a public auction in 2004 and stole an expensive ring. Days later, he earned himself in, held a year fall news conference and embarked on stress leave. He was subsequently diagnosed with

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a bipolar disorder. Ayres left Conservative Government, then an MP from Surrey, B.C., took stress leave after being embroiled in a scandal over sexually harassing conversations with senior Liberal officials, among other business incidents. "One of the things that makes me pretty cynical is when I hear a politician or a CEO who's gotten into trouble leave to spend more time with his family, or to take stress leave," says stress researcher Debra Lerner of the University of Guelph.

Even when companies think they have done evidence of managing stress, they may find the courts decide otherwise. James Byrnes,

workplaces. "It's a bad motivation for other employees who see these employees getting away with it, and then have to work harder to get back the slack," says Lerner. "So, effectively, they say, 'Why shouldn't I participate in this case?' And everybody works a little less hard."

A social history of academics and others share a view that stress is a bogus concept. British author and former Fulbright Scholar Angela Parsons took on the "stress industry" in her 2004 book, *The Truth About Stress*. She doesn't buy that life in Britain is more stressful than it was, for instance, during the war years or the disease-ridden Victorian. "The

thing the apparent stress epidemic is about is remunerationally difficult to solve a problem that can't be easily defined. If you ask experts for a definition of stress, you often get a pause and then something like this: it is a highly individualistic, multi-faceted response to any of circumstances that give a demand on physical or mental energy. There is "diversity," a negative response to disturbing circumstances. And there is "eustress," so-called good stress. "Stress is what comes on the day you marry the love of your life. Stress might occur on the day the love of your life leaves you, or someone else. Stress is a kind

PUBLIC SCOTISM STILL REMAINS: Politicians Svend Robinson (left) and Garment Grewal both took stress leave after political scandals.



ton, a Halifax police officer and rioting actor, left work June 15, 2001, citing an elbow injury. He was found fit for duty, then fit, and he booked off on stress leave. Months later, still on leave, Symington took his service dog to New York to help search for bodies after the 9/11 attacks of Sept. 11. He also worked acting gigs. Symington was fired in early 2005, while still on leave, after the dog died and he wouldn't go operate with a dog to get him back to work. This August, the Nova Scotia Court of Appeal cleared the way for Symington to sue the police for malicious prosecution for conducting a fraud investigation into an alleged murder of stress leave. He's also suing his union, claiming a failed to protect him from a hostile work environment.

Understandably, many employees have become highly skeptical of complaints about excessive stress, and they vent their frustration to people like employment law specialist Howard Lewis, a Toronto-based lawyer for Long McLeish. He says stress stories have mushroomed during his 35 years in the field. "It's become, for most employees, the single largest legal issue in terms of workplace law issues," he says. Companies are "infatuated" by doctors who recommend stress leave "without any real substantiation." For one thing, the family doctor isn't diagnosing the problem behind the alleged stress. Nor does the doctor know if there are other jobs in the workplace the patient will be capable of doing. The end result, ironically, is a more stressful

'THE CONCEPT OF MITIGATING STRESS IS BOLLOCKS. OUR ANCESTORS WOULDN'T HAVE UNDERSTOOD A WORD OF THIS.'

concept of mitigating stress in bollocks," she told Maclean's. "Everywhere in the West we see that message, 'you will drop dead, you will go mad, avoid negative emotions, avoid emotional reactions.' None of our ancestors would have understood a word of this." She has an ally in Bob Denner, an occupational psychologist teaching at London University's Birkbeck College. He considers stress a complex concept, one that is creating a generation of "unemotional hypochondriacs." As he writes, "One of the main explanations for the popularity of stress is that people like simple catch all ways of 'explaining' why bad things happen, particularly illness."

WHETHER YOU BELIEVE stress is a real condition with debilitating effects, or the product of a generation of well-meaning medical, that much is undisputed: the more we read, and speculate "Today, our economic and that mental health conditions—in the worst a risk factor—clearly cost the economy \$11 billion per annum in lost industrial output," says Wilkinson. Those losses, he adds, "are exponentially higher than the cost of health care associated with treating these conditions." That one of the central problems with stress

of personal weather systems, ever changing, is companies unique to the individual. It may consist of overwork and job insecurity, combined with custody children and a tacky rancher. It may be an unrealistic deadline, vague expectations and hostile co-workers. It may be the thing that gets you up at the morning, the challenge that makes work bearable, the risk of failure that makes success sweeter. Stress is bad. Stress is good. Stress is a stress. It is also a constantly moving target.

"Stress is quantitatively growing. I don't know," says Sharon Wagner, a clinical psychologist and a specialist in workplace stress research at the University of Northern British Columbia. "What we do know is that it's qualitatively changing." Jobs may not be as physically laborious as they were but they're more sedentary, she says. "A lot of people now are identifying modern stress and the 24/7 world day, which we didn't have even 10 or 15 years ago, the feeling of being constantly plugged in, of checking email 900 times a day." There is ample evidence that people are working longer and harder, slumping on holidays, and paying a price. The work-life balance is not of which, says Donna Low, who holds the Janskylovič Chair in Families

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and Work at the University of Guelph. She says the massive today's families face use different, and come from all directions. "Workday is longer, and for most families, including three quarters of those with children, both parents work. "What used to be these people's work is being done by two, with nobody home when the child is sick," she says. Families are smaller, but they're also scattered. The sandwich generation is often simultaneously handling both child and elder care. "As often when employees and elderly individuals are visiting, come about work-family conflict, we're seeing things go in

and Business Review in 2004. A study of 20,000 adults calculated the total cost of per cent more than US\$16 billion.

SO WHAT is an enlightened, conscientious employer to do? That's a quandary in some cases, a program benefits plan usually increases the likelihood of workers heading off. A study on sick leave published last year by Statistics Canada found unexcused workers with disability insurance are far more likely to take extended leave. The recent federal public service pay study uncovered an increasing threat: prison guards, dockyard

workmen? Variety set out in the mid-2000s to limit the personal and financial fallout by contracting Daniel Stone & Associates Inc., an employee assistance provider, to design a robbery recovery program. It teaches employees who wish to gather after a robbery can meet with Stone, a clinical counsellor, and others of his staff. Those who wish can have one-on-one meetings later. All have access to a 24-hour help line. Managers learn much for delayed signs of stress, short-term, increased emotion or mood swings. These workers are urged to seek help. If it all seems too touchy-feely, consider



the employee's situation would like them to."

Cover the 70 pages in the federal public service. A newly released Treasury Board study of remuneration for some 251,000 public servants says that disability claims for its two main insurance plans have more than doubled between 1990 and 2002. "Much of the increase," the report concludes, "resulted from growth in co-occurring mood depression and anxiety." In fact, more than 64 per cent of all new public service disability claims were for depression and anxiety—up from less than 24 per cent a decade earlier. Stress and mental health issues are now the leading reason for long-term disability claims, ahead of cancer. The problem seems to be especially acute in Quebec, where civil servants are off the job at an average of 14 days a year, an increase of 31 per cent since 2001, according to a recent report.

Nationally, an estimated 31 million work days are lost to mental stress issues among 70 million workers. A six-year-old Health Canada report estimates the annual cost of paid depression and stress at \$14.4 billion, 36.1 billion in treatment and \$1.1 billion in lost productivity. And all that only measures the number of people who actually miss time at work. Just as serious may be "presenteeism"—the phenomenon of stressed-out workers who show up to work anyway and accomplish little. It's estimated to cost Canadian employers \$23 billion a year. "It's the silent scourge of productivity," says Paul Horag, who wrote a definitive article on the subject for *The Har-*

NATIONALLY, AN ESTIMATED 35 MILLION WORKDAYS ARE LOST EACH YEAR DUE TO MENTAL AND EMOTIONAL DISTRESS

vardian, heading plant operators and hospital service groups consistently used the most sick leave per capita during the 13-year period under examination. It's understandable that those in "difficult environments like penitentiaries or dockyards" would make more claims, the study says. But their consistent use of leave over the years "suggests that cultural and management factors may also play a role in the level of demand for sick leave." Translation: some workers take stress leave simply because they can.

It seems the key is to make a difficult balance between compassion and control. It's not easy, but for those who get it right, the results are dramatic. For example, the Vancouver City Savings Credit Union—Vancity—has been repeatedly ranked among *Maclean's* Top 100 employers, in part because of an expanded employee assistance program and management training in spotting employee problems before they reach a crisis.

New jobs are as stressful as frontline tells, especially in Vancouver, with an average 210 bank robberies a year, about the highest rate in Canada. And Leslie, Vancity's director of human resources, concedes "one of the greatest negative situations we can face

the result. In B.C., the average post-robbery absence per branch—upgraded by the 900s are Compensation Board—in 62 days. "In Vancity [in 2005] 17 of our 19 robberies had no days absent," says Leslie. The other two robberies had an average absence of two days. Leslie does a quick calculation. "That's 1,056 days not lost," she says. "There's a big financial incentive to doing it right."

Doing it right means building mutual trust and respect between employer and employee. It means heading off problems in advance and believing in those employees who need help. "The sense that there are no-ask people obscuring benefits fraudulently is an urban myth," Leslie says. The Vancity program is much copied, but rarely duplicated. "I have seen the program fail," she says. "It's a cynical organization you get common like, 'Well, the only time I get to talk to anyone anymore is when I have a gun to my head.'"

Sometimes the gun is real, more often it's metaphor. Maybe bad stress is exactly that: a robbery it steals pay and purpose and health, and it takes from the bottom line. In that sense it is real, too, because how it is defined, or how cynically it is viewed. ■

With Martin Poterpin and John Aronson

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ADVERTISING EXPENSE



CHECK-IN

EXECUTIVE TRAVEL: BUSINESS ON THE FLY

All Aboard for Business: Alternatives Open Up

As planes get busier, travellers get creative in their flight plans

A strong comeback in business travel has created a situation most executive travellers will have noticed while cross-crossing Canada: it can be tough to get good seats on the flights you want, no matter what your frequent flyer status is.



BY LISA BERRY

It may be tough as there is no get-around, but relief is within sight as the major airlines and low-cost carriers expect to ramp up capacity with better-designed planes over the next few years. "New aircraft are coming in. Air Canada and WestJet have great orders coming in for some amazing new planes," says Tanya Flett, who heads the Canadian arm of the National Business Travel Association (NBTA), known as the Canadian Business Travel Alliance, but now called NBTA Canada, a U.S.-based organization representing corporations that spend a total of \$170 billion annually on business travel. Air Canada expects its first deliveries of the new Dreamliners in 2010.

Clearly corporate Canada is in the air again. When NBTA Canada organized a survey of 76 travel managers in some of Canada's largest companies last year to forecast business travel expectations for 2007, 80% of respondents expected expenditures to increase while 40% anticipated more domestic, transborder and international business trips.

It's no wonder that some executive travellers are eschewing the big box, lower expense altogether when travelling domestically — between cramped seating, long lines and the indignities of having yet another open tube of footprints confronted by airport security. A growing number are finding stress-saving alternatives for short hauls whether their flights (getting in on a corporate jet program, riding the railcar Via Rail or trying out a different carrier).

Toronto's Porter Airlines offers its own solution to the crowd weary traveller with a few plans full of regional hotspots primarily serving the busy air corridor between Toronto, Ottawa and Montreal, but with plans to expand in the new year. While the airline touts the 75-seat Bombardier CRJ-900 as the most hydrologically advanced regional aircraft in the world, most passengers will most likely notice the quiet ride and custom leather seats, with two to three inches more legroom than typical economy class seating.



✕ INTERNATIONAL FLIGHTS

As the only airline operating scheduled flights out of the Toronto City Centre Airport on Toronto Island, one of Porter's distinguishing amenities is its location in a picturesque waterfront, mere minutes from the city centre. There is parking at the airport, but a free shuttle from near Union Station to the foot of Bathurst Street makes it easy to get to and from downtown for those who prefer not to take advantage of the parking option or prefer to exit public transit. The departure area does justice to the word "lounging" in a sanctuary-like setting that feels more like a local lounge than an airport. Open to all departing passengers (a fee of change, the TCCA Airport Lounge is shielded from airport security and the departure gates and has free wireless Internet access, complimentary coffee, tea and soft drinks, and a business centre with workstations.



"It's nice, it kind of takes it back to what air travel used to be...a bit glamorous," says NATA Canada's Racz, commenting on her member's flights on Porter or route to business meetings in the region. "More than anything, right now, it's the convenience factor that is going to appeal to business travellers and the corporate travel manager," she says. "There's recognition that people's time is valuable."



The introduction of pre-paid pass programs by Canadian airlines has given an economical new twist to buying airline tickets for all frequent travellers. Following Air Canada and WestJet, Porter has introduced its own card-based pass program of 10 one-way trips redeemable between Montreal, Toronto and Ottawa, priced according to departure times and flexibility of reservations. Prices range from about \$1,050 for weekend and off-peak weekday travel up to \$2,840 for a "Flexicon Pass" that allows complementary changes or reservations or new bookings right up to an hour before departure.

"For the customer, who often has to make travel plans on short notice, the pass program really lays out what the cost is ahead of time," says Brad Dixon, speaking person for Porter. The airline is still in expansion mode, preparing to add six to eight daily flights to New York, landing in Newark, in early 2008, and to add six more planes to its fleet during 2008.

Even if travellers are willing to suck it up and endure ports and inconveniences on short-haul trips, it's a different story when the destination is half a world away. Airlines tend to owe their best and most innovative amenities for those.

Singapore Airlines, for example, currently operates the world's longest ultra-long-haul flight from Singapore to Newark, which clocks in at just over 18 hours.

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"The nature of the flights we operate drives the service," says Campbell Wilson, Vice President, Canada for the airline, which flies from Canada three days a week.

"Business travellers clearly want as little disruption as possible. Research has shown that half of all business or first-class travellers are travelling singly rather than as part of a group, and we think it becomes important to deliver a degree of privacy," says Wilson.

For one, the airline has configured all the seats in first and business class of its Boeing 777-300ER planes to be wide seats. Each also converts into a roomy flat bed—see foot four long in business class and six feet eight in the premium seating.

When Singapore Airlines takes delivery of the world's first commercial double-decker A380 in October for its Singapore-Sydney route, it will offer a first taste of the comfort revolution long-haul travellers have to look forward to.

"The A380 will not have a First Class but rather, twelve 'Singapore Airlines Suites' which we are positioning as a class beyond First," says Wilson. While the details will only be unveiled closer to the Oct. 25 launch date, we will be taking advantage of the aircraft's unprecedented size to offer something beyond anything ever seen in the history of commercial aviation."

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INTERNATIONAL TRAVEL

TRAVEL TIPS

HOTELS

China calling: oneworld welcomes Dragonair

Things appear to be shifting to the East among air-line alliances, with the Vancouver-based oneworld Alliance expected to be the first to secure member status in major routes in Mainland China. With a solid business travel hub already established in Hong Kong, through member airline Cathay Pacific, the alliance is reinforcing that hub by adding Dragonair to an affiliate member as of November 1.

Dragonair, named Best Airline in China for the past six years, serving in the Skyline passenger survey, is based in Hong Kong but serves 10 mainland destinations with some 400 flights a week. It means oneworld now touches down at 22 destinations in Mainland China, also expanding into Cambodia and Nepal. Dragonair was welcomed into oneworld last year, when it became a part of one of the alliance's five-week, Pacific Pacific Airways, in September 2008. While now part of the Cathay Pacific group, Dragonair keeps its brand and IATA flight code.

Since a launch eight years ago, oneworld has been the only alliance with a member from greater China, in our Hong Kong-based offices member Cathay Pacific, said managing partner oneworld Alliance John McCulloch when making the announcement in Hong Kong.

The alliances' existing airlines and members elect directly serve key points in mainland China, including Beijing, Shanghai, Phoenix, Guangzhou and Dalian.

Earlier this year, oneworld elected JAL, Japan Airlines and two of its affiliates as new members. Joining at the same time were Mexico's Mexican Airlines, Royal Jordanian, LAN Argentina and LAN Ecuador.

Frequent flyer card tags and address mileage rewards on all other oneworld carriers. Top-tier members will have worldwide access to the 800 airport lounges offered by the alliance's airlines. Other members include Aeromexico, Air Canada, Air France, British Airways, Lufthansa, Qantas, Singapore Airlines, Thai Airways, United, Virgin Atlantic, WestJet and XpressJet.

Best of travel tech

A good eye for travel

To put the blink of an eye, the Nexus border control program has become a hit with frequent travellers, helping reduce at least one line-up in the on-airport waiting game, thanks to biometric screening.

Nexus is the joint Canadian and Hong Kong program implemented by both the Canadian and American governments to simplify border crossings for pre-approved, low-risk travellers—so they can concentrate on the big guy.

All airports, Nexus uses a biometric technology and biometrics to identify the traveller with an infrared scan of the eye and verify the face recognition in the program. A Nexus card permits members to bypass airport security checkpoints at participating airports. Conversely, frequent flyers are invited in the privacy respect line.

World Edition loves BlackBerry skeptic

It is a story that plays out in airport travel lounges all over Europe, such as jet-lagged North American executive flying out a cellphone while in a dimly lit airport. They think it is a tradition to discover the latest device is incompatible with local GSM service.

All technological advances to the contrary, there's still a great wireless divide between much of North America and the rest of the world when it comes to interoperability of cellphone and data networks.

For international travellers, the Holy Grail is to bridge this gap without having to carry an arsenal of multiple phones and wireless gadgets to stay in touch.

"As an advocate with National Bank Financial, it's important for me to stay connected to my clients," says Rennie Bontjes PM A, a Montreal-based investment adviser, who recently became a BlackBerry convert after road testing its 9630 World Edition model, which provides full voice and data coverage.

Still, just before leaving on a recent trip to Israel and the Middle East, Bontjes was convinced by a friend to try out the new BlackBerry International service via high-speed Telcel, after the carrier recently launched the 9630 Series. It's the first CDMA BlackBerry smart phone that lets you roam globally on GSM/GPRS networks.

Having the BlackBerry in his pocket meant Bontjes didn't skip a beat when the financial markets took a quick tumble in August on news of a credit crunch affecting lenders. Suddenly—and just as he happened to be in the smart town of Eilat on the Red Sea—being an oil-to-diamond trader became critical.



Filed in Vancouver since 2004, the Nexus program has been rolled out through 2007 in airports in Toronto, Montreal, Ottawa, Halifax, Calgary and Winnipeg. Expansion will be added before year end.

With 130,000 members and growing, the \$60 price tag (\$50 for five-year membership option to take full worth of privileges).

Know before you go

To make sure you know before flying off to an unfamiliar U.S. travel destination, the new OnStar LLC, travel's Update website at updates.onstar.com is a great service to get your facts—as well as some pointers on the ground commentary—on what to expect once you land. Covering some 40 ports, you get a checklist on flight delay status, ground traffic, weather, parking and where to go for late-night snacks. Plus, the site encourages travellers to share real-time feedback on things like the current length of check-in and security lines.

Five-Star Wishes (and Movie Star Dreams)

Havelton makes screen debut

The first of five highly anticipated luxury hotels planned for Toronto made its debut in September, just in time to make the A list as a hospitality venue during the Toronto International Film Festival.

The 77-room Havelton Hotel and Private Residences is being billed as the city's first five-star hotel to be followed closely by new projects in development by the First Seasons, the 160-room The Trump Tower and the Shangri-La.

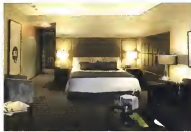
Indeed, the stakes were high for newcomer Havelton, with an inaugural guest list that included studio executives from Sony Pictures, Allstate, Altria and NewLine Cinema. These were among the corporate executives who booked into The Havelton for a bit of down time and pre-touring, as well as to use the hotel's extensive 25-suite, swimming room.

The hotel opened just days before the movie business came to town in September and general manager Scott de Senneville admits that it came down to the wire to open in time due to a number of delays in the construction. Just two weeks earlier, the Page + Stewart Architects designed link-and-lens structure, formerly on Yorkville Avenue, had been surrounded by chain-link construction fencing. Work still continues on the five floors of multi-million dollar luxury residential suites that top the hotel.

"The film festival was easy," says de Senneville of the international crowd who came calling for accommodations for the event. He says the tough work begins in fulfilling the expectations of the discerning corporate customers he expects will make up some 80% of the regular clientele from home and abroad.

Three times a year, typical road warriors "say de Senneville," they are CEOs and CEOs and leaders of industry, and they value an intimate secure setting that's all about reliable service. It's got to be more than just a beautiful hotel.

All the while, it is beautiful thanks to a glamorous yet earthy exterior design (the detail like mirrored doors and wood walls, for example) by renowned design team George Yip and Ellen Pucheltberg. But it's



© 2008 Havelton Hotel. An image is a photo, taken at the Havelton Hotel for the Toronto International Film Festival. All rights reserved. All other trademarks are the property of their respective owners. All other trademarks are the property of their respective owners.

clearly not your typical hotel, with guest rooms averaging 500-square-foot (and between \$450 and \$2,000 per night) and 24-hour room service provided by Ono, the on-site restaurant managed by celebrated chef Mark McEwan.

Guests enjoy shuttle service to the business district, chauffeur in the hotel's limousines (over 500), complimentary The Havelton. And if longer distances transportation is an issue, the hotel will arrange for a pickup anywhere in the world on its corporate Laptop. That line item will appear on the bill, however.

• TRIPLES

Smells like hotel spirit...

If you feel a subtle tug of emotion each and every time you check into your favorite hotel, take a deep sniff of what's in the air. You could be falling under the spell of "ambient scenting," marketing speak for re-aromatizing a room with a brand. A few examples that may smell familiar:

Hotel	Signature scent	Notable
Westin Hotels and Resorts	White tea, highlighting with notes of geranium and florazine	Popularity of a fragrance is so great in hotel ad spawned a line of White Tea By Westin candles and home fragrances
Omni Hotels	Lemongrass and green tea	Company has a 10-member "sensory advisory board"
Four most Marriott Spas	Banff Eucalyptus, cedar and pine	Other Wolkap Spa resorts have different scents, like "Orange Blossom" at Fairmont Newport Beach
Shenstone Hotels	With notes of fig, bergamot, yasmine and florazine	Named "Welcoming Warmth" and intended to evoke the same



• WOMEN AND TRAVEL

What's new in rewards and redemptions

Canadian residents can earn **12,000 Bonus Air Miles** flying round trip from Vancouver to Hong Kong or Fiji or Bora Bora class, and **8,000 Bonus Air Miles** in Economy. Global registration is required, and the offer ends Dec. 3, 2007.

Aeroplan is rewarding travel before mid-December with bonus miles on several international routes. Whether taken as round trips or two one-way segments, travel from Canada to London or Paris earns **10,000 miles in Executive First class**, or **2,500 in Economy**. Travel between Canada and Germany, Switzerland, Israel or Italy earns **4,000 Aeroplan Miles in Executive First**, **2,500 Bonus Aeroplan Miles in Economy**. Flights between Canada and Asia or South America earn **4,000 in Executive First**, or **2,500 Bonus Aeroplan Miles in Economy**.

Bank of Montreal has extended its association with the **Air Miles rewards program** to allow customers to collect points every time they make a purchase using a debit card—**one Air Mile for every \$40 spent** at Bank of Montreal's theory Canadian bank associated with Air Miles, run by The Loyalty Group, a subsidiary of Dallas-based Alliance Data Systems Corp.

TD Bank's TD Visa has redesigned its TD Visa Travel Rewards Centre website for booking travel. TD Gold Travel Visa and TD Business Visa with Travel Rewards cardholders can now redeem their points for **trips online, anytime**. The site can also be used to research and purchase trips, tapping up points using their credit cards.

Now you can turn Miles into music. The **Aeroplan Music Store** is the latest reward offering from the Montreal-based points program. In partnership with agency **Hip Digital Media**, Aeroplan has created a custom-branded website, www.aeroplanmusicstore.com, where members download music by redeeming **4,000 Aeroplan Miles for a 50-song music code**. A **Fly Away with Michael Biebel** contest runs to **Oct 21**. One customer redeeming points for the music store will be flown to London for a concert and backstage visit with the hardcore artist.



Until Dec. 31, **RBC Avion cardholders** get a **10 per cent discount** on the number of points needed to redeem for a **Costco Wagonet Travel gift certificate** when ordering online at www.documents.com. From Nov. 15 to Dec. 25, the program is also offering a **50 per cent bonus** for transferring RBC Rewards points to British Airways miles. Until Dec. 31, new applicants for RBC Avion cards will get **12,000 RBC Rewards points** upon sign-up and **2,500 additional points** on the invoice delivery date.

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and came from the landfill every day. In Montreal, a "rivers city" called TOHU has been built using environmentally friendly methods, which has revitalized a desolate neighborhood and employed marginalized residents. And in Kitchener-Waterloo, Ont., real estate agent Mary Balas established Heartwood Place, which offers affordable housing, after witnessing the widening disparity between the people who could buy their homes in the community and those low-income earners who had few options. "I'm not a big-A advocate in a big political pot," says Balas, but she insists that everyone has a role in philanthropy. "If I want to sit and look at what Mike Lazaridis and Jim Bals

MARY BALAS is getting ready over the heads of low-income earners.



IN PER CAPITA TERMS WE'RE STILL A LONG WAY BEHIND THE AMERICANS, BUT DONATIONS HAVE BEEN RISING WITH CANADIANS' EARNING POWER



ON DEMO wants to use things all with projects for low-income residents.

illie do, I wouldn't do anything," she states.

In fact, both of the co-CEOs of technology giant Research In Motion have donated millions to university education programs, and each have started non-profit organizations. Lazaridis founded the Perimeter Institute for Theoretical Physics, and Balsillie created the Centre for International Governance Innovation. The contributions of other big names are cited throughout Inaugural Canada's report, including businessman Alan Traubstein, who established the Maytree Foundation and helped implement the Nielsen Child Benefit, Charles and Andrea Stronach, who created the McGill Institute for the Study of Canada, and Ron Dennis, founder of risk management firm Algorithmic Inc., who now heads ZorroCapital, which promotes environmental programs such as carbon offsets.

Balaz, however, is quick to note that while David Suzuki, Wright Lewis and Jane Callow have become famed philanthropists, Canadians as a whole tend to be generous neither their income bracket or social status. "Everyone gives, it's just a question



MIKE LAZARIDIS (second from left) has donated \$100 million to university research into advanced physics.



AND JEA STRONACH (left) has founded the Centre for the Study of our home and nation.

of how much," she notes, adding that "large amounts have great potential to have impact," but it can't leave amounts of money. In 2005, the year's largest relief effort donated the most, Canadians gave \$15 billion, up from

\$9 billion a year earlier, when it's percent of the population over the age of 15 donated money to charity, says a report by Statistics Canada called "Giving Canadians, Involved Canadians." In per capita terms, we're still a long way behind the U.S., which gave \$33.458 billion in 2005, but donations have been rising year after year since 1995, when Canadians gave \$4.5 billion. The statistic, believes Ricker, compares with the higher earning power of Canadians, and the growing awareness of local and global issues. "There's more money being made, and more pressure, rightly so, to give," she explains.

Too much pressure can be frustrating, though, shows the FirstCan report, which reveals that some Canadians say they resist donating money or time when they feel they're being asked to help. Those feelings of being overwhelmed by need can paralyze individuals, suggests

Balas of Heartwood Place. "Too many people don't get involved because they don't know what they can do," she says. Balas often tells potential volunteers that philanthropy can involve "gifts of money [or] gifts of talent."

An evidence that a little cash and commitment can go a long way, both Ricker and Inaugural CEO Steven Schwartz point to Alice Mackay, a Vancouver secretary who, in 1944, put \$1,000 toward establishing the Vancouver Foundation, which gives endowments for various causes, and has become the largest organization of its kind in Canada.

Similarly inspiring is the story of Frederick Banting, who was so worried that insulin might become too expensive for the masses that he sold his car to finance his research, and then sold the rights to insulin for a dollar to the University of Toronto rather than other parties who would have manufactured it at a higher price.

"We don't know very much about the origins of social movements and organizations in Canada," says Ricker, who especially enjoys the story of Elizabeth McEwen, who founded the Toronto Hospital for Sick Children with a group of women who couldn't bear the high death rate of kids in 1875. By learning about the efforts of countless philanthropists throughout time, she believes that Canadians will "be more imaginative, more targeted, and they'll achieve more," Ricker continues. "People who give a lot, get a lot out of it." ■

With Suzanne Taylor

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PETER MUNK funded a cardiac centre and schools, and passed his kids but to expect his \$300-million fortune when he dies.



BILL AND MELINDA GATES launched a \$25-billion foundation focusing on global poverty and health concerns.

ARE YOUR KIDS BETTER OFF WITH NO INHERITANCE?

PHILANTHROPY SPECIAL Giving your money away may be best for society, and your family

BY JOHN ELLIOTT • When Peter Munk, the chairman of Barrick Gold, reaches deep into his pocket for the millions it takes to build a cardiac centre at a new school for inter-racial studies, the thought that he might be giving away his children's future fortune never crosses his mind. That's because for years, Munk, who runs his own research, has also rewarded his kids with the money it takes to get a cutting-edge study of his or her own. Munk's 300-million-dollar trust when he dies. After all, says Munk, he's already passed along everything his kids need for success—including a "sense of values," a "sense of destiny,"

and a fully paid education. "Leaving a large sum of money to my kids, which they have not earned, means I'm not doing it," he says. Munk, it turns out, is a bit of an exception. A recent survey revealed that most millionaires and billionaires plan to leave their children at least 75 per cent of their fortunes. In fact, about US\$400 million will be inherited by rich kids in the U.S. between 2002 and 2013. In Canada, \$1.2 billion will move from one generation to the next between now and about 2013. But should it? As one study of 1,250 successful families indicates, the transmission of wealth between generations fails—the family splits up, fortunes are lost—about 70 per cent of the time. Who can forget Wallace and Harrison McCain's 1994 Food Fight or 1994 over who would inherit the famous Canadian frozen food empire? "Historically, within three generations, it's

short-lived to short-lived," says Henry Richter, the Toronto-based vice-president and managing director of philanthropic services at BMO Harris Private Banking.

That fact should give pause to anyone who has considered selling all of his or her money to the kids. The average net-worth of people in whether the increased opportunities made possible by the money outweigh the burden. As their ranks swell (Richter says there are currently about 1.5 million Canadians with more than \$1 million in assets, 8,600 of whom have more than \$10 million), an increasing number are in the position to at least consider the option of making large charitable donations, rather than leaving the kids like a charity case—or worse, turning them into one. "Some of the families I deal with don't plan to leave very much to some of the kids—in fact some kids have already received what they're going to get," says Richter. "The parents feel the kids just can't handle the money—that they'll just blow it."

Warren Buffett isn't concerned about his children frittering away his US\$42-billion fortune (which might require the purchase of at least one small country), but the chairman of Berkshire Hathaway has been deaf to anyone who's advised him for decades (see sidebar, p. 18). He claims it's unfair to both the children involved and society. The Oracle of Omaha, who has often said that wealthy parents should leave their children with enough money to do anything they want but not so much that they don't do anything, is proving that he means business: Buffett has pledged to donate about 85 per cent of his

50
51
52



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FRANK QUATTRONE got a \$100-million trust for a possible growth into a life

lids any favours by putting them in a position where they won't have to work and instead sleep or vacation "in," says Ricker, "wouldn't endrags because they're so bored and so well-disposed." Even if people think their kids are pretty good, they worry about the "guardians," says Rod Zerk, an attorney and co-author of *Dividing the Money Game*. No one wants to be responsible for raising the next Peter Dinkoff.

Or one of the stars of *Rich Kids*, the 1993 documentary directed by Janice Jefferson, her son the Johnson II, Johnnie Johnson. The film, which featured Ivanka Trump, S.I. Newhouse IV and Georgetown Bloomberg, among others, provides a glimpse of the lives of the

AMONG THE WEALTHY, INHERITANCE FAILS 70 PER CENT OF THE TIME, SAYS ONE MAJOR STUDY: FAMILIES SPLIT UP, FORTUNES ARE LOST

money, including more than US\$30 billion to the Bill & Melinda Gates Foundation, which focuses on finding cures for diseases in the developing world. Though Buffett is giving most of his money away, he isn't exactly ruffing his kids. In fact, all three—Susie, Howard and Peter—are in charge of billions-dollar family foundations made possible by their dad's generosity.

Buffett's grand grandsons, which include a US\$5-billion foundation named after his late wife Susan, have inspired many—not notably good friend and fellow billionaire Bill Gates. Several years ago, long before the Gates kids were old enough to "angst against decisions," Bill and Melinda, seeing no Buffett's room-in-reality, decided that when the time comes they'll leave Jennifer, Kerry and Tabitha only about US\$100 million each—a staggering inheritance by normal standards, but pretty puny compared to the family's US\$16-billion fortune. The rest will go to the foundation. Research also shows that the larger a family's fortune, the smaller the percentage is passed on to heirs. [This will help ensure that the kids will never become precious high tech heirs and hedge funds.]

After all, as Viewmaster headlining and movie mogul Paul Giamatti pointed out last month during a *Comedian Club* event in Toronto, speaking a billion dollars on an annual basis is nearly impossible. Giamatti, who recently gifted US\$10 million toward his joint venture with Bill Clinton toward an anti-aging global project, said he seriously doubts he could buy a lot of all the things one might buy if they could be included: four houses, a plane and a yacht—and come up with short of the billion-dollar. Why not, said the father of two, give some of it away?

Those who have earned their fortune, say experts, understand they're not doing their

great. Most of us don't have anything wrong with giving our children a secure life—a comfortable house, an education—or leaving them a little money. But extraordinary privilege has long had its costs. As Laura Smith, the father of capitalism, believed social privilege should be earned. "Jovial preparation," he wrote in *The Wealth of Nations*, "has an equal right to the earth and to all that it possesses." And Thomas Jefferson mistook the question of whether such privileges should be earned altogether, for much the same reason. (An advocate might have noted in light of Laura Helmsley's net net bequest of \$12 million to her beloved wife Margaret, Trouble.)

Most people, of course, wouldn't disown inheritance in their own lives. Chuck Colwell, a member of what he describes as the "lucky upper club," the great-grandson of the German steel-making millionaire Oscar Mayer wanted no part of his

family's fortune. He feared it would be better to his future success. So at 16, he gave every penny of his US\$800,000 share in clarity. "When you're in your 20s you don't want your life defined by something that happened three generations earlier," says Colwell. "I've seen friends inherit money and have it be, as Andrew Carnegie said, waste. They couldn't figure out what their own calling was."

In Colwell's case, success relating to inheritance have become his life's work. As executive director of the Fair Economy Action Fund, Colwell leads the effort to preserve the estate tax in the U.S. He even wrote a book with William Gates Sr.

(Bill's dad), *Wishes and Our Government: Why America Should Not Accumulate Fortune*. Now 55, when 11-year-old daughter, he says he's often asked by friends if he regrets not leaving the money for her sake. He doesn't. He estimates his fortune would be worth about US\$6 million today, but Colwell, who grew up in a "bubble of privilege," doesn't think he could better provide for his

daughter if he had more money.

Peter Mark's view that wealth shouldn't be hoarded by the generations who didn't earn it was shaped in large part by his work as a class uplifter. "In Europe every generation had to start again—unless you were a British aristocrat," says Mark. "That added the most important ingredient that I used for my success, which is self-confidence." He adds that he has "very little sympathy for all these teen crutches you need in life."

So when Anthony, Mark's eldest son, wanted to work in Alberta's high-paying oil fields over summer during university, his father, who could have easily bought him any car he wanted, told his nephew something son-to-son-like (Anthony did). He is now a managing director at Onco Corp. All of the Mark siblings have found success independent of their dad's fortune. "Imagine how-

normal this would be if I went to leave \$80 million in cash," says his father. And though Mark jokes that he doesn't "know what they say behind my back," his kids fully support their father's charitable commitment launching his foundation in 1991. Mark has given tens of millions to worthy causes.

Experts say it helps that, like Buffett and Gates, he set out the ground rules for his kids early on. "Otherwise, they're lottery winners," says Zerk. The key is starting conversations about money when they're young. That way nobody is surprised by what they get—or don't. Increasingly, the wealthiest families are setting up foundations, not unlike Buffett's and the Gates', which allow them to be altruistic but also provide a sense of meaning and direction for their kids. "Philanthropy is a great training ground for preparing the next generation," says Ricker. "It

keeps the family together and does good things." Not to mention, it's noble. "It's not easy to give your money away."

As a lot of people are finding out, it's also more fun to do it while you're still alive. The charitable impulse does so well (their families to the church, the local hospital) or their families run-for-profit. Increasingly, the rich, especially bastards, want to see their money in action. "You want your transfer of wealth to be productive," says Paul Schervish, the director of the Center on Wealth and Philanthropy at Boston College. "You don't want it wasted in philanthropy, you don't want it wasted by family and you don't want it wasted by taxes." Giving your kids the opportunities you didn't have is one thing, says Ricker, "but people are beginning to realize that there's a limit, and there might be such a thing as overdoing it." ■



LEONA HELMSLEY left US\$12 million to her dog, Trouble, while setting her net net at \$12—\$12.00 philanthropic

world's richest kids. Some struggle with insecurity, and the constant fear of inheritance, not to mention a strange sense of entitlement—in one poem, Juliet Hamford, A27 supermodel heiress, poem that the "I give all her money to the homeless on" me. "I'm kidding." It's enough to make one question the whole idea of inheritance.

This is actually a notion with some pedi-

(Bill's dad), *Wishes and Our Government: Why America Should Not Accumulate Fortune*. Now 55, when 11-year-old daughter, he says he's often asked by friends if he regrets not leaving the money for her sake. He doesn't. He estimates his fortune would be worth about US\$6 million today, but Colwell, who grew up in a "bubble of privilege," doesn't think he could better provide for his



OKLAHOMA! THEY RIDE HORSES, DON'T THEY?

When the first giant Belgian draft horse started to balk, Doug Sauter knew he had to act. The Sauter family breeds some of the Oklahoma State Fair and owned other horses to back. Sauter ran over and let a horse onto his, really hard. "That's how you stymie a horse," Sauter says. "It's as hard as you can and it won't move." The best thinking, and biting, avoided a stampede.

AP PHOTO/REUTERS/DAVID J. PHILLIPS

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LET'S TALK IT OUT (INSTEAD): Psychiatrists embraced ECT as a radical, consultative practice

A SHOCKING TRUTH

Once thought barbaric, electroshock therapy is making a comeback

BY BRIAN BETHUNE • When American writer Ann Bauer penned a *Saturday Night* article in May about the downward spiral of her ailing, tormented son and his seemingly impossible recovery, she told her readers everything. The frightening behavior, the concrete-sealed sheets, even the time "he turned to look at me—his eyes empty and cold—then beat me until the neighbors heard screaming and called 911." Everything, that is, but the therapy that gave Bauer back her "sweet and articulate" boy: electroconvulsive therapy (ECT), more commonly known as shock treatment. "Frankly," she later wrote, "I didn't feel like going through a husband's first stroke surgery and Freudian jokes."

It's hard to blame Bauer, since she surely read first the prevailing public reaction to shocking blasts of electricity through a human body. Our present-day review of *The Snake Pit*, an earnest 1948 Hollywood drama that depicted standard treatments for the mentally ill, mentions in passing that ECT is a "dead-end technique," "widely regarded as barbaric." In fact, it's the review that's dated. ECT is back, in a big way, in medicine (even if most people will think of it as a relic of an over-theatrical past). And these days too, argue historians Edward Shorter and psychiatrist David Healy in *Shock Therapy* (UTP), their polemic but convincing account of the rise, fall and rise again of "the penicillin of psychiatry."

Less than a century ago, psychiatrists had nothing to offer for the major crippling dis-

ordered depression or bipolar illness. Some frustrated practitioners began work with drugs, the first strings of the phenothiazine-based revolution in mind, others with glycol remedies—drugs designed to act on the disordered brain, not on the mind. Many sought to "shock" the brain into adjusting itself—the concept of shock treatment predates the idea of using electricity to deliver it. Inevitably, in fact, was the first means of inducing convulsions that proved effective (just how they worked to bring people out of cat-

THE 'PENICILLIN OF PSYCHIATRY,' IT'S CONSIDERED THE BEST WAY TO TREAT SEVERE DEPRESSION

tonia or depression and launch suicidal complications remains a mystery). The current best guess is that ECT somehow rebalances the brain, perhaps by triggering neurotransmitter receptors that lead to synaptic and dopamine, the two major "happiness" transmitters.

But injections of insulin and later imipramine drugs offered patients "health in other ways, and when insulin psychiatrist Ugo Cerletti pioneered the use of electricity as a delivery vehicle in 1938, several health practitioners quickly embraced ECT. "It was a godsend," one reported at the time, "because, compared

to nothing, it was an enormous relief." We used to see severe depression and a suicide rate that was very, very high."

So what happened to give ECT its bromidizing reputation? It did have its problems. It didn't work on everyone, before psychotropic medicines and antidepressants, the convulsions sometimes broke bones, there was frequent loss of memory, almost always nonrecoverable, but not enough in the immediate aftermath, it just plain looked scary, with its garms and weird electrical machines. Also—in Ann Bauer's suggestion—Victor Frankenstein's lab. Most importantly, ECT had natural enemies: psychiatrists.

The entire biological logic of shock therapy was an affront to the psychological basis of analysis. As one psychiatrist noted in 1951, how could anything like this help someone whose real problem "is that his mother never loved him?" A 60-year clash between medical paradigms, according to *Shock Therapy*, was over the chattering classes to the analysis' side, that ECT was a radical assault on warped people who really needed to talk. ECT's public image was fixed by movies like *The Snake Pit* and *One Flew Over the Cuckoo's Nest* (1975), in which Jack Nicholson's character engaged in an apocryphal fight with a confined laboratory ECT treatment. Sensitivity-morality was in fact in public opinion and permanent memory obliteration. Drugs were accepted as the humane way forward.

But as drug-resistant depression became increasingly diagnosed, convulsion therapy began its comeback. By 2004, the World Psychiatric Association had endorsed it as a first-line treatment—the best available—for severe depression. So even, at the Mayo Clinic,

that doctors were ready to use ECT. In Ann Bauer's case, 18 years have passed since his first seizure, he was up and about, greeting his parents and playing cards. He would relapse and need further sessions, as well as drug therapy, but he had come "back to life," in his own words. She decided to "lend an appeal from the doctor who had returned her to the Mayo." "If you wish to help us in the pursuit of such advancements, you should disclose the fact that, despite an stigma, electroshock is one of the most effective treatments available." "Something he wrote," Bauer declared, "is true." ■



A FRIDGE IN YOUR HAND WITH SELF-CHILLING COKE
Coca-Cola, after years of research, is said to be on the verge of introducing self-chilling soft-drink bottles. Due to be introduced in 2008, "Sprite Super Chilled" will produce ice from the soft drink itself when the bottle cap is removed. The drink will have to be sold out of special vending machines that regulate the bottles' temperature. If successful, the beverage giant will expand the line to Coke and Diet Coke.

WHY College Grads Get Jobs

Canada's colleges have long played second fiddle to universities on the hierarchical scale of post-secondary schooling options. But with 90% of college grads scoring a job within six months of graduating, the best companies in Canada are sending a message that a college education is worth more than it used to be. **Way more.**

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For Bill Parsley, president of Portage College in Lac La Pêche, Alta., with campuses in 12 different communities in the northeast part of the province, his school's power engineering program offers a perfect example of the life-changing opportunities a college education can provide.

Case in point: two students of this program were recently hired by Calgary-based EnCana Corp. before they even finished the program. "The company paid them while they finished school and upgraded them when they were done," says Parsley, with a hint of pride. "Their starting salary was \$66,000 — and this was a two-year program."

Many people who choose a college education feel they are making good choices, stop towards getting a job. And by all accounts, they are. With more than 150

colleges across Canada spread out over 1,000 communities in rural areas and urban centres alike, these institutions pride themselves on providing relevant, up-to-date programs created with input and ongoing guidance from the industries themselves. They make it a priority to provide students with the latest technology, and employ teachers who have been there and done that in the industry about which they lecture. All this with the added value of offering a work-experience component and flexible curriculum that can turn on a dime in response to a changing work world.

Whereas universities offer a more broad-stroked education, focusing more on teaching students how to learn and providing an overall rich academic environment, colleges make a point of making its programs rigorous, focused and intense, with smaller classes, a

more intimate environment and a mandate to send grads into the world ready to hit the ground running. It's hard to wonder many of the best companies in the country are willing to work hard to get these college grads straight from the gates?

"We have employers that come to our student functions just to recruit without students," says Karen Thomson, vice-president of marketing at George Brown College in Toronto, "so they can be the first ones future graduates may consider for employment."

David Brown, president of the Ottawa-based Association of Canadian Community Colleges (ACCC), after 10 years at the helm of this national association, says he is struck by the escalating recognition of the role colleges and institutes play in the overall economic and social development of the country.



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Poised for Growth

Indeed, as aging baby boomers head into retirement, many industries in Canada face significant skill gaps, made even more challenging by the ever-evolving techno-world. "As we replace the mechanic who's been on the job for the last 35 years, for example, that mechanic is now first and foremost a computer specialist," says Brown, "with equipment and tools kept safe in chrome suitcases because they are such high-precision (instrumental). So we'll have to fill the gaps with more highly skilled workers. And what distinguishes a successful country in the global economy from an unsuccessful one? The level of its skilled workforce. So that's where colleges will play a role. We're poised for what I think will be the decade of the college."

John Davies, president and chief

executive officer of Humber College Institute of Technology & Advanced Learning in Toronto, says the impressive percentage of college grads securing jobs should come as little surprise. "We are doing what we set out to do," he says, "which is to prepare our students for the workforce."

What is remarkable, he adds, is the change in the students themselves over the last decade. While many students 20 years ago came out of university with little sense of how to make their way in the world or how to secure a job or start a career, students today have a more grounded and realistic sense of what lies ahead. Colleges, in turn, have responded with new programs and pathways that make changing schools or combining educational experiences easier. "We are responding to an interesting shift in the modern student's sense of their own destiny," he says. "Students I talk to have reevaluated what's out there and have a very specific path towards getting what they want."

This increased focus and sense of direction is a strength that colleges are poised to build upon, and one which employers are welcoming to have inside their corporate realm. "I talk to employers and manufacturers across the country," says Marilyn West-McNayne, president of Mohawk College in Hamilton, Ont., "and they say our graduates come to the workplace not only ready to hit the ground running in their jobs, but also ready to help change the workplace and offer insights and recommendations to make things better."

Teachers from the Trenches

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presidents say the bar is raised every year on the quality of teachers hired, and all are required to have respected experience in the field about which they are teaching.

"We target dis-professionals who don't just know how to teach, but have current and deep experience in their field," says George Brown's Thomson. "Candidates for college teachers keep increasing. Because we offer degree programs, there are an increasing number of faculty members that are PhDs."

Arnold Boldt, dean of technology at the Saskatchewan Institute of Applied Science and Technology (SIAST) in Saskatoon, says his teachers have been, and in many cases still are, active in their chosen industry. "Some of our teachers work as consultants in their off hours," he says, "and I really encourage that because the experiences they have out in the industry are brought back to the classroom and students find that very helpful."

And when courting such experienced professionals, many would admit that sometimes—especially in the higher-paying fields—it's hard to entice them to teach rather than do. But colleges keep finding ways to make it work.

"We're having a tough time right now finding teachers in some of the areas," says Portage's Pensley. "Especially in power engineering where it's impossible to compete with industry when it comes to salaries." But he soldiers on towards a solution, and is helped quite eagerly by industry, which is also a stakeholder in the acquisition of the best possible teachers. "Last year we seconded a worker from Alberta Pacific Forest Industries," says Pensley. "We paid that person our instructor's salary and the company topped it up to the person's existing salary for a year."

It was a deal that worked out nicely



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for both parties, the employee and the company were able to participate in outgrowing the skills that will be crucial to their industry in the future, and of course the students benefited from the worker's intimate knowledge and experience in the field. "That was an excellent partnership," he says, "and we are talking about doing that with other companies because we are really in trouble trying to find instructors."

New Technology Reigns

When asked what employers like most about his grads, Boldt says, "They look forward to the transfer of new technology from schools into their companies."

"We try to incorporate leading-edge technology into all our programs, and when our students graduate they diffuse this technology into

industry, whether it be new software, measuring instruments or new wireless technology," says Boldt. "It has been a cost-effective way for employers to discover and adopt new methods of doing business."

Moreover, grads entering the workforce with the latest technology firmly in their grasp are increasingly well-rounded with the skills to use these technologies to communicate effectively with the world around them, whether down the street or across the globe.

"Industry is telling us more and more that not only is it important to have a technologist coming out of school, but they also need graduates with soft skills," says ACCOC's Brown.

Thornton says George Brown firmly recognizes that the workplace demands both hard and soft skills, and the college has focused on reaching a balance between these two

requirements over the last four years. "Soft skills include such things as communication and teambuilding," she says. "This is way ahead of what we required in the employment arena, and way ahead of where we were even 10 years ago."

Along the same lines, Centennial College is currently piloting its "signature learning experience"—a course that focuses on soft topics such as social justice, the environment, technology and diversity—and in two years all students will be required to have it to graduate. "It gets students to think more deeply about whatever field they're going into," says Ann Buller, president of Centennial College. "We want them to be prepared to work in that field, but also question it and change it. Not just to go out and work, but to be prepared to really have an impact on that field."

ONE-ON-ONE WITH: BILLIE HOLIDAY

As a well-known radio and television personality on The Mad Dog and Billie Morning Show on Toronto station 98.9 MIX FM, Billie Holiday is a humble grad of Humber College's radio broadcasting program, which she says was a training ground for her to succeed in her dream career. Here's why.

Q: Why college? BH: "I chose Humber because of the success of past graduates. I knew the program was very hands-on and involved doing actual on-air radio shifts at the campus station. The program also covered the whole spectrum of the broadcasting industry: writing, producing, sales and on-air. I was looking for something more practical in the communications field than the theoretical approach university broadcasting programs seemed to offer."

Q: Was it different from what you thought it would be? BH: Honestly, I thought it would be a breeze. I mean, it's a radio program—how hard is playing music? But I quickly learned that there was a lot more to radio than just playing it. It is a billion-dollar industry and you have to know all aspects of it, from demographics and sales to communicating to a mass audience. Also, I was shocked to find that you just couldn't miss class, as much as I wanted to sometimes. You were docked 5% for each class missed.

Q: Best college memory? BH: It would definitely not be the 10



pounds I gained by eating the free and gravy from the residence canteens. I wish I could say something like "learning." But I think all of my best school memories stem from the amazing people I met and lived with while at school. They are some of the hottest, smartest broadcasters in Canada right now and I'm so proud of them.

Q: First job out of college? BH: In this business, you have to always find an "in." I chose to take a sales job selling radio advertising to get my foot in the door at a small radio station in Newmarket. That gave me the ability to slip some tapes to the programming people and slowly get myself voicing commercials, which led to my first full-time on-air job. Apparently, the teachers forgot to mention the poor pay and bad hours associated with trying to make your dream come true. But it was well worth it. I have the best job in the world and thank my lucky stars every day. I never wake up at 3:45 a.m. in a bad mood.

Q: How did college prepare you for the world of work? BH: In broadcasting, we are constantly scrutinized publicly. College gave me self-confidence and a thick skin. Speaking daily in front of a classroom of my peers was torture at times but allowed me to overcome my fear of public speaking. And having actual on-air shifts at the campus radio station taught me discipline and the importance of working with others to make a radio station run. If you missed your shift, either someone had to cover for you or there was dead air. Dead air is not so popular in the radio world. Which reminds me, I'm on in 10 minutes. Gotta run!

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colleges stay ahead of industry
trends and modify their curricula in
relatively short order if the work world
demands it. In fact, each program in
each college in the country is required
to form a program advisory committee

composed of top employers from
related industries. They help form the
structure of a new program, and then
meet two or three times a year to
discuss changing needs and how those
requirements can be worked into the
particular program. This partnership
with industry also helps to identify new
programs that need to be created.

Thompson cites a construction
management program that was
strongly driven by the sector. "They
identified the need to have highly
skilled people heading into the
industry," she says, "so over time they
helped us create a four-year applied
degree."

Robert Turner, president and chief
executive officer of Sheridan Institute of
Technology and Advanced Learning in
Oshawa, Ont., says being informed by
industry means the college experience
is an ever-evolving organism. "In my
seven years as president, one-third of
our programs are new," he says. "We
are constantly in motion. We ask them
what they will be requiring from their
employees in the future and then we
fashion that into programs that fulfill
exactly what the market requires. I think
that close connectivity with business
and industry is such an essential
component of why employers are
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ONE-ON-ONE WITH: JANNA MARCINKIW

Regina-based Janna Marcinkiw completed a two-year computer systems technology program at Saskatchewan Institute of Applied Science and Technology (SIASST) in Saskatoon. To say she successfully completed the program would be an understatement—Marcinkiw actually scored a job before she even finished her course. Here's how college helped launch her career:

Q: Why college? JM: I wanted a career in computers and I knew that SIASST would give me hands-on training and was a recognized institution. If I wished to get a job out of province

or country in university, there would have been a lot more theory and longer study time.

Q: Was it different from what you thought it would be? JM: The teachers were a lot more involved than I thought they would be. They know everyone's names and cared whether or not students were in class.

Q: Best college memory? JM: Working on projects with my classmates and learning from their strategies and problem solving.

Q: First job out of college? Saskatchewan Government Insurance (SGI) in Regina hired me as an IT programmer analyst three months before school was done and wanted for me to finish. My college held a career fair about four months

before classes ended and SGI had a booth there. I am currently working as a programmer on one of the biggest projects in SGI history, and it isn't expected to be completed until 2013.

Q: How did college prepare you for the world of work? JM: The fast pace of assignments and deadlines gave me a sense of how it would be in a real work situation. I now have the confidence to be able to ask questions if I don't understand something and the group work in school taught me how to deal with different personalities. I also learned about the many different computer areas, so I was able to discover my strengths and preferences, which was really helpful when I started applying for jobs.



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The Accountability Factor

Perhaps the most refreshing part of college structure is that each institution must publish its statistics each year, revealing the percentage of its graduates that have found employment in their chosen field once graduating.

Called the Key Performance Indicator, or KPI, survey and administered by the government of each province, graduates are surveyed six months after graduating and results are tallied and posted publicly on government websites.

"Colleges are one of the most accountable systems of education that exists," says Butler. "And if a program or college is not delivering graduates that the industry needs, it shows up very quickly."

By all accounts, colleges are sending graduates out into the world with skills that the workforce demands—what

makes the employers happy, and of course makes the graduates feel that all their hard work was worthwhile. For college administrators, too, it's a vindication of sorts.

"It's great to see colleges are finally being recognized for the value they have," says Butler. "I'm glad to see that the notion that a university education is the only post-secondary option is dying because we're demonstrating to the country how well we work."

Devies, who has only been president of Humber College since July, takes time from all the paperwork, to do lists and meetings that come with being the top dog, to appreciate the sheer volume of work that's being done within the school walls. "I find it so rewarding to walk on campus and see our students in their medical scrubs or chef's hats or working on their various projects—there's that palpable feeling that something so real and useful is being done here."

ONE-ON-ONE WITH: HOLLY RAE YUZICAPI

Education-based Holly Rae Yuzicapi completed two Native cultural arts programs—the Native artists and a Native cultural arts instructor program—at Portage College in Lac La Poudre, Alberta. In addition, this artistic scholar even completed a pre-employment welding program in order to make metal sculptures and combine the two arts. Here's how college has affected her life.

Q: Why college? HRY: I actually did two years of university before deciding to go to college. I did not do well in the university atmosphere. It was

easy for me to miss school or not to do homework because of the large size of the classes. I came from a small town and I was used to small classes where you know someone to ask for help. When I did decide to go to college, I read the calendar for Portage College and noticed they had the unique Native cultural arts programs. The unique classes I had to offer caught my eye.

Q: Was it different from what you thought it would be? HRY: The college environment allowed me to have the right relationships I needed to succeed.

Q: Best college memory? HRY: Celebrating accomplishments with friends and watching my peers become happier.



Q: First job out of college?

HR: I worked part-time for Portage College and I found work with the government of Alberta. Both were related to my training, but my college experience allowed me to become a very confident person. I did find work before summer as a Native cultural arts instructor with Regina Public Schools. Then I was offered a job back with the government of Alberta in advanced education and technology for six months, which is where I am now.

Q: How did college prepare you for the world of work?

HR: My college experience has greatly influenced how much I would like to help other people have the same opportunities as I did. I have a lot of confidence and I am able to accept that I am actually successful. Being a happy Aboriginal woman means a lot to me. That's what I have always wanted to be. The college allowed me to be my true self.

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EMOTIONAL RESCUE

Has a focus on physical abuse hurt the battered women's movement?

BY DAFFNA SCHERER • Even Stark begins writing about the demise of the battered women's movement in 1995, the year after Congress passed the Violence Against Women Act. That same year, President Bill Clinton, who signed the act into law, addressed a group of prominent women advocates at the White House. Stark was among them. It was a time of unprecedented national recognition for the movement, but she applauded the president's speech, Stark caught the apprehensive eye of a colleague: "Michael came a long way, he remembers thinking, 'Perhaps too far'."

Last March, Stark published *Carve: Can We Kill Women When We're Not Allowed to?* The book he wrote 12 years ago. In it, he reflects his launch from the heady days of NOW's status as a quest for political and popular support, the battered women's movement looks to him as much as he looks to it, and Stark is currently stuck. He points out evidence that women are unlikely to be killed by their partners today as they were 30 years ago, and that abuse (even as diverse as unlikely as they were back then) to ever land before a judge, let alone behind bars. And he makes the counterintuitive argument that one of the biggest reasons the battered women's movement took was focusing too much on physical violence.

Stark described the early battered women's movement, born in the mid-'70s, as a radical uprising, one that he sees as evidence that domestic violence comes from societal, not individual psychology, as a result, patriarchy. This idea was highly unpopular, he says, because it implied any man could be abusive and any woman abused. So the movement focused on the fringe, usually, estranged even from mainstream feminism. But as shelters sprang up in numbers from 24 in 1976, to 143 in 1997, to 1,300 by the late '90s—the movement needed help, and earned unexpected sympathy. It had been back getting money from governments and charities by preventing black eyes and broken bones that by kicking up a dust about gender inequality.

Meanwhile, says Stark, men were still abusing women, only not as obviously. Physical violence became just one of many ways men

coaxed what Stark calls "coercive control." He gives countless white examples: women who solve their wife's family that she goes, whether women feel it's bribery or the home with friends. One man requires his wife to record how she spends every penny in a daily logbook, another won't speak to her when she doesn't breakfast his needs the way he likes. In one scenario, a man covers his sleeping wife's mouth just long enough to wake her up, paying for it, and then pretends he is asleep. Applied systematically, Stark says, these tactics that isolate, humiliate and degrade women to the point that they question their own "personhood." And that, he says, can be more devastating than physical assault.

Stark recounts testimony by women who back up this claim, and many domestic violence experts say women tell them the scariest thing—the violence isn't the worst part. Stark

says women postpone action against their partners, because "the abuse is too subtle."

In some cases, Jenny Davis Stark's own story about the start of the battered women's movement. "I think we aren't pushing as hard," says Jenny. "I offer jobs at Women Abuse Council meetings and say, we actually need to say no to the court funding opportunities we get, instead of selling our souls to get them." But some experts disagree with Stark that focusing on violence was a wrong turn, or that the movement is stuck. "We had to start somewhere, and the physical was the most obvious," says Ramona Alagna, social work professor at the University of Toronto. "And I will think the most dangerous."

Stark credits Sharon Klein Vaughan, whom he met while protesting the war in Vietnam, as one of the people who influenced her thinking about domestic violence. Vaughan, co-founded North America's first women's shelter in 1975 in St. Paul, Minn., and is considered a mother of the battered women's movement. Though the lack Stark's book is an encyclopedia of research on domestic violence, the insights that he has learned from the women's movement is a book.

In order to really move forward, we have to do it again, and of course this means forwards and backwards flipping around," says Vaughan. She met Stark at a young negotiator for the act. At the end of his book, Stark argues that coercive control—meaning all sorts of oppression, not just sexual violence, but physical or otherwise—should be criminalized. "What Don Watson was going to say, 'Oh my goodness, I'm abusing her personhood, I don't have the right to do that,'" she says. "It kind of makes you gasp," she suggests, that Stark would argue for this in a male-dominated justice system, and in a society where many women still answer to men, not vice versa. "That," she quickly adds, with a nod to her cultural roots, "that doesn't mean he shouldn't be saying it."



MANY WOMEN said physical violence wasn't the worst part

is also emergency experts who say a woman can be as just as much risk from a man who seldom tells a finger against her as from one who frequently does. Angeline Jenny, director of family violence services at Toronto's Child Development Institute, worked with a woman whose husband would ever charged upon, with uttering threats. At his trial hearing, he was given 40 hours to surrender his firearms to the police, and 13 hours later, he killed his wife. Jenny frequently says courts



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LESS IS STILL MORE

Malpractice suits are getting fewer but award amounts are rising

BY COLIN CAMPBELL • Toronto lawyer Anna Oakley represents dozens of women who say they suffered injuries during surgery by gynecologists at the Scarborough Hospital who, they claim, left scars on her bladder, which means they must now wear a bag attached to their abdomens. The incidents, some dating as far back as the 1970s, are quickly gathering into a storm of medical lawsuits that could drag through the courts for years.

While medical malpractice cases are actually becoming less common, reaching their low point in a decade last year, more serious, complex cases, like the ones brought by Oakley's clients, are on the rise. And they're also becoming much more expensive. "The costs are phenomenal," says Oakley. It's a trend that doesn't bode well for the always cash-strapped public health care system.

The total number of legal actions has dropped by almost half over the past decade, from over 25 per 1,000 doctors in 1996 to

about 13 per 1,000 doctors last year, according to a report issued by the Canadian Medical and Protective Association, which provides liability protection for most doctors in Canada (but the law does not protect obstetricians and gynecologists last year, when the CMPA paid out \$154 million, compared to \$110 million in 2002). The median damages in medical lawsuits have gone from about \$34,000 per case in 1996 to \$95,500 in 2004.

Those costs can be partly explained by the fact that legal settlements are becoming more

CRITICS SAY IT'S BEEN A TACTIC TO DRAG PLAINTIFFS THROUGH AS MUCH GRIEF AS POSSIBLE

common. More now involve catastrophic and permanent injuries, the kinds of cases that end up being longer and more complex, requiring more legal work. Oakley, however, says the rising costs have as much to do with how vigorously the CMPA defends its cases. "There's been a concerted tactic for years to drag plaintiffs through as much grief as possible," she says. That in turn has reduced the number of minor claims. Some law firms

accustomed forgetting about a case unless potential damages are upwards of \$500,000 "it's not worth pursuing a minor claim," says Oakley. This may help explain why even as the overall number of lawsuits falls, complaints to medical regulatory authorities are still on the rise, according to the CMPA report.

The CMPA's executive director, Dr. John Gray, says criticism of the body's handling of cases is unjust. "We have just as much interest in ensuring the health care system has as few impediments as possible," he says. The CMPA also ends up paying plaintiffs in one of every three cases, he says. The drop in the number of minor claims is in part explained by the CMPA's focus on reducing doctor risk and patient liability. On top of that, the scarcity of minor lawsuits is a trend that's not unique to the medical profession, says Gray.

The majority of the malpractice fees that doctors pay to the CMPA are ultimately reimbursed by provincial governments. Those fees now have nowhere to go but up. And money poured into lawsuits is "money that is simply not available for front-line health care," says Gray. Advocates know this, some say, but everybody else knows it, too.

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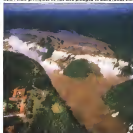
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digitized time line, the former head of the UN Monitoring, Verification and Inspection Commission, called global warming "a greater long-term threat to mankind than weapons of mass destruction." He told that "a vital part of tackling the problem is to halt the destruction of tropical rainforests as a source of oxygen." Scientists and environmentalists around the world agree, and consider the preservation of the Amazon of vital importance. Recently, a group of them began the *Forests New Declaration* from Brazil to Bali, available that calls on governments to take agreed action on deforestation in the tropics, which contributes up to 25 per cent of global carbon emissions, second only to the use of fossil fuels. The declaration, which is being signed by leaders and environmentalists around the world, will be presented to the Conference of the Parties to the United Nations Framework Convention on Climate Change in Bali in December.



The burning of the Amazon has made Brazil the world's third-largest source of emissions

But the destruction of the Amazon also has a very direct regional environmental impact. "We're all obsessed with carbon emissions, but if I were Lula, I would be concerned about rainfall and the disruption in trade winds that are resulting from Amazon deforestation," says Milton Philippon, a trustee of the Global Change Program and a leader behind the Forests New Declaration in London. "If you take away the moderating influence of the forest, you get stronger upwelling of hot air, more powerful, and there will be more violent weather patterns originating in the Amazon basin." Already, scientists have blamed an upsurge in hurricanes in the Caribbean on deforestation in the Amazon. The strong force of hurricanes such as Katrina are also blamed on problems on grazing in the Amazon rainforest, they say.

But what to do about an area that is a critical interface between the Amazon and the rest of the world? "We're all obsessed with carbon emissions, but if I were Lula, I would be concerned about rainfall and the disruption in trade winds that are resulting from Amazon deforestation," says Milton Philippon, a trustee of the Global Change Program and a leader behind the Forests New Declaration in London. "If you take away the moderating influence of the forest, you get stronger upwelling of hot air, more powerful, and there will be more violent weather patterns originating in the Amazon basin." Already, scientists have blamed an upsurge in hurricanes in the Caribbean on deforestation in the Amazon. The strong force of hurricanes such as Katrina are also blamed on problems on grazing in the Amazon rainforest, they say.

Along the coastal banking state of Mato Grosso south the Amazon region, so this way means can be easily transported for export to the river port of Santarém. Also under development is the Transamazon Highway, a construction of the Transamazon Highway, which will link the south of the Amazon to the deep Amazon to Brazil's Pacific ports. Environmentalists fear that in two years, when the road is scheduled to be completed, there will be an upsurge in deforestation along the Amazon.

LULA takes green, but he has also pledged to build roads that critics fear will bring on more deforestation.



region to the Pacific and China, which is keen to improve its access to the forest.

"I'm not in the game of blame, but it is true to be that the structure of the world economy is not going Brazil's chance," says Philippon. "Inevitable world market price and beef prices actually increase deforestation in the Amazon as ranchers seek to expand their production of beef and meat. Last week, Lula also announced plans to plant sugar cane in devastated forest areas in order to increase Brazil's production of ethanol." The country's vehicles have been running on ethanol for more than 10 years, and Brazil is a world leader in the production of ethanol.

It was a move that brought further criticism. "Lula is presenting himself as a champion for ecology, but he's not," says a spokesman for ecology, and Marcelo Leite, a political columnist writing in the *Folha de São Paulo* newspaper.

Environmental critics fear that farming and infrastructure projects will only bring more deforestation to the Amazon, as specu-

lators occupy land where it is still cheap, before highways paved or other projects such as dams are built. But Philippon notes that Lula has done some good in the Amazon, especially by demarcating the 17,000-square km Roraima Serra do Sol nature reservation in the Amazon state of Roraima in 2005. And he says the answer to the preservation of ecosystems is not to stop development. If you want to save the world's biodiversity, pay the Brazilian government for "contractual environmental services."

Erin Davis & Mike Cooper in the morning.

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ENVIRONMENTAL



UN-HEAVY METAL: Water bottles for \$500 are made of ultrahigh-strength steel, unlike plastic; they're sold 4 with sustainability

via Flint, who showed environmental shortcomings in his most exposed in EPA's 1998 tests. Then, the science teacher "ruled down," argues Frederick von Steal, the University of Missouri-Columbia biology professor who's leading the scientific charge against BPA. "It's just a question of whether the regulatory community acknowledges the hazards of this chemical." Rick Smith, the executive director of the Toxics-based Environmental Defense, is predicting that this will be among the most debated issues in the area of the environment in the next few years.

Meanwhile, public concern is already having an effect on the market. The plastic (pre)-combined with the recent backlash against war-torn bottled water, now faces a big environmental scare—no longer a spike in sales of metal water bottles. "We're certainly going from zero to a hundred," says John Green, manager of Vancouver's Alou Mountain Gear. "Cost is no longer a major issue. People are saying, 'My health is worth the 15 bucks!'" Mountain Equipment Co-op began offering a \$4.75 stainless steel model one month ago, and metal bottles now account for half of the reports. Bottles sold at its Vancouver outlet, Nearby Village Pure Outfitters, which used to sell two to three Nalgene bottles every day in summer, sold only a handful over the entire season this year. A.J. Brooks Outdoor Outfitters don't even stock them anymore.

Once ubiquitous in university campuses, where they emerged as the necessary of choice among young, outdoorsy types, Nalgene bottles are being displaced by metal bottles, says Yaleville sales associate and University of British Columbia student—No O'Connell. "It's like the whole buy green movement; it's cool to have a conscience." Plus, they're both a better design. The Swiss maker of the most coveted—and pricier—problem in the category, was even recognized by New York City's Museum of Modern Art for its chic design and design.

Morris admits her new stainless-steel bottle is pricier, and it weighs a bit. Plus, it gives the water a slightly metallic taste. "But I know?" she says. "In a few years" time they may say there's something wrong with plastic bottles." ■

PLASTIC BOTTLES GET THE ECO-BOOT

In light of new research, metal bottles are the 'safer,' greener—and cooler—way to hydrate

BY NANCY MACDONALD • Louisa Morris, a 29-year-old Vancouver lawyer, recently ditched the Nalgene water bottle she once carried every single day to the University of Calgary law school. In July, she traded up, forking over \$10 for a new new stainless steel version.

The high-polished metal bottle looks sharp. But Morris's decision had nothing to do with style. Five years ago, the Ontario-born family lawyer was diagnosed with cancer after finding a pea-sized lump in her breast. In her first year of law school she had a full mastectomy in her right side, and endured six rounds of chemotherapy. Morris, a non-smoker, has no cancer in her family, and still tests negative for the genes associated with breast cancer. Her doctors attribute the onset of cancer while in law school to environmental factors. Because of this, Morris tends to have no fondness of carcinogens in consumer products. So does her boyfriend, lawyer Neil Chaudhry, who included her brand old Nalgene bottle, too.

They're part of a growing number of consumers who are looking for alternatives after reports that a chemical in the polycarbonate plastic used in the most popular bottles may be

unsafe. Polycarbonate was once considered a giant leap forward in plastics: it's sturdy, lightweight and clear—and it doesn't transfer taste, as Nalgene bottles are quick to point out. Yet its cancer scare came after reports that the plastic leaches bisphenol A (BPA), a hormone disruptor currently under review by the Canadian government. The U.S. Environmental Protection Agency and the European Food Safety Authority had both concluded that the chemical is safe for food grade use. But recent controversial studies link BPA—also found in a huge range of products, including baby bottles, plastic-lined tin cans, and kids' toys—to reproductive abnormalities, neurological disorders, prostate cancer and pre-cancerous breast tissue.

Prepwork like the American Chiropractic College have argued that recent, headline-grabbing reports are based on animal studies, and urge a consumer to ignore the scare story. But the science has been born a pretty good model for humans, says genetics professor

PHOTOGRAPHS BY ROBERT NITZKE. STYLING: NANCY MACDONALD. HAIR: JENNIFER LEE. MAKEUP: JENNIFER LEE. DRESS: JENNIFER LEE.



CAMBODIA'S THREE-HOONKEY RESIGN OF TERROR
It takes just three monkeys to give a tragic and terrible. After the 11th in the Cambodian capital of Phnom Penh have put out a bounty of \$250 for the heads of three macaques who have terrorized people at the famous Wat Phnom temple. They're bitten tourists, torn up internet lines and destroyed laundry. Officials are threatening to use lethal force and other tactics, to be used. Complicated the difficult deputy governor. "They behave like gang leaders."

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It's Your Business



Owning Your Own Business: The Canadian Dream Within Reach

You always wanted to be your own boss. Owning your own business provides endless challenges and opportunities to learn. And it gives you a rush to get up every day and know it's yours.

You're among a growing sector of the Canadian economy. Small and medium-sized enterprises now account for 43% of Canada's gross domestic product and create most new jobs. A study commissioned by Industry Canada in 2005 showed that over a 15 year period, companies with fewer than 100 employees created 681,300 net jobs compared with larger firms with 100-499 employees that created only 184,000 net jobs. And the biggest employers of all – those with more than 500 employees? They estimated 348,900 net jobs.

PBC's small business survey, conducted earlier this year, indicates that some 3.3 million Canadians plan to start a business within the next five years. In fact, about 900,000 are planning a startup by the end of 2008. "The appeal of being your own boss continues

to be strong," says Kris Deacon, head of PBC Royal Bank's small business client strategy in Toronto. "Given the wide array of support tools and expertise readily available to help, we aren't surprised by the significant number of Canadians planning to start their own business."

Most current and aspiring entrepreneurs appreciate the attractions of working for themselves, according to PBC's survey. They also like the idea of flexible hours. Interestingly, more than 33% of aspiring entrepreneurs are attracted by the possibility of becoming wealthy, while fewer than 10% of current entrepreneurs hold such a dream.

So, who's taking the route of new business startups? Men still dominate, with just under 60% of startups in 2003. But it's the women whose survival rates are higher. And only one in four new entrepreneurs has a university degree. But the fastest growing segment of the startup market is the people who just refuse to go quietly into retirement: the 55-and-over age group that CIBC economist Benjamin Tal describes as "senpreneurs."

Since last year, small business owners over the age of 55 have accounted for more than a quarter of all self-employed Canadians and a study of Canadian small businesses by CIBC World Markets says seniorpreneurs account for more than 30% of the total workforce over the age of 55.

Obviously, small business success is not a domino. It depends on the owners' foresight and ingenuity. And luck. According to the Women's Enterprise Centre, half of all small businesses fail within four years. Everything from inadequate planning to incompetent employees and from cash flow problems to ignoring customer's needs can bring a new company to its knees.

How do you avoid those substantial pitfalls? By paying attention to the details.

Plan ahead

All businesses, small or large, simple or complex, need a business plan. Not just one in your head, but a written document that describes all aspects of your venture. It's not just for the bank—it's for you.

Even if you aren't looking for a financial injection of cash (or credit), having a well-structured business plan will help guide you through the start-up and growth of your business.

Having committed your plan to writing, you'll be in a better position to uncover potential flaws, obtain financing and anticipate and adapt to change.



The federal government's Interactive Business Planner (IBP) is designed to assist entrepreneurs in preparing a three-year business plan for new or existing businesses.

Go to www.cbac.org/ibp/en/index.cfm

What's in a Plan?

Include an executive summary that summarizes the key points of your business plan for lenders, investors, potential partners and key suppliers. The summary must be persuasive, it is your first opportunity to sell your idea. Include:

- Your company name, address and phone number
- Your title and phone number
- A description of the nature of the business and market area
- Your competitive advantage
- Financing being sought
- Securities offered to investors (i.e., preferred or common shares, or debentures)

Next comes a table of contents followed by a business overview that describes your business in detail, including what type of legal entity you are creating, your start date, the classification for your business and your progress to date.

The product/services section then highlights the uniqueness of your offering, the research and development that you have undertaken, patents or trademarks that may give you a competitive advantage, and any future development you have planned. That's the "What" section of your plan.

Next, describe the "Who" of your business: key management, staff and support services. Include brief biographies along with the names of your board of directors or advisory board. List your professional advisors including your lawyer, accountant, banker and outside consultants.

One of the most important and competitive parts of your business plan will be the "How"—the market analysis—in which you provide an industry overview, describe your market strategy, detail your unique selling proposition (what makes your company special), put forward your pricing and summarize your distribution strategies.

Your implementation plan then addresses the "When" of your business. Estimate dates for the acquisition of equipment, procurement of inventory, hiring of staff, and securing of financing. It should also present a longer view how the business will grow and develop, and the key milestones to be achieved by certain dates.

Next comes the "What If"—your risk and contingency plan. Outline the possible challenges, issues and barriers your business may encounter from economic downturn to less than projected sales. You'll need to have established ways of mitigating potential risks.

A sound financial plan includes pro-forma balance sheets, income statements and cash flow statements.

Finally, include any supporting material that you have referred to in writing your plan in the appendices. You might include market research surveys, prior tests, technical information, contracts, and the like.

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FOR YOU

Imagine arriving at your office one day to discover all company data gone. Customer information gone. Databases, billing, inventory and shipping records, gone. Designs, prototypes and formulas, gone.

It doesn't take much to wipe out a critical database. Hard disks crash, equipment fails and people accidentally erase data. If there's a flood, fire or some other disaster — never mind malware strikes from crackers and viruses — your business could be wiped out. So what's holding you back from setting up a solid information protection system?

Maybe you're not convinced. According to a 2005 study by Lloyd's of London on the impact of system down time, 40% of respondents said the survival of their company would be at risk after 72 hours of systems or data center failure.

Or maybe it's the money SMEs with limited budgets have to ensure they get the most bang for their IT buck. That area is they must set priorities. Since information protection is mission critical, it's important not to over- or under-protect, nor to be spoonfed into overdependence.

Data protection is just what it sounds like: protecting important information from loss, damage or alteration. Different techniques must be used for different aspects of data protection. You need a secure storage infrastructure to data is not altered or maliciously destroyed. And you need a solid back up strategy to eliminate potential data loss or corruption.

begin by looking at your IT infrastructure and the applications you use to determine which are critical to your operation and which are simply convenient. Ask yourself 'What would happen if I lost this?' and prioritize from there. Give top consideration to your email, customer-facing applications and internal human resource applications.

For protection in the event of hardware failure, you can opt for a system that writes data to two or more separate drives automatically. Or you can buy an external hard disk with built-in backup software to copy everything nightly. Now you'll only ever be one day out. If you want to archive, look at tape or disk-based backups, or remote copying.

For disaster recovery, you need a system that will get you back in business if the entire site is lost due to fire, flood or some other catastrophe. Store tapes offsite or replicate data to another location.

Note that governments around the world are imposing regulations on electronic communications and stored data. Some regulations define what information must be retained, for how long, and under what conditions. Others are designed to ensure the privacy of the information contained in documents, files, and databases. Violation of these regulations may subject a company to fines and jail, as managers to legal action.

Make sure your data is covered

Wireless devices are no longer restricted to handling voice and email communications. With a Windows Mobile-powered device like a Palm Treo 750, an HTC 5621 or a Motorola Q9m, for example, you can review documents in Word, PowerPoint or Excel, incorporate up-to-date information and make sure that you have the data you need even as you travel to your next sales presentation or meeting.

With larger screens and expanded capacity, these devices enable you to avoid bottlenecks when you or your staff leave the office. Available through service providers such as Rogers Wireless, these devices can enhance your productivity and help you do more with your time.

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Marketing: Set goals, ask experts and ...test results

Marketing is communication. You must listen to your customers. Your customers tell you somehow how they feel your message.

John Pinousen, associate professor of innovation, sales and marketing at Queen's University School of Business, says that the reason most entrepreneurs do so abysmally at marketing their small and medium-sized businesses is that they don't even know what marketing entails.

Posting a website isn't marketing. While virtually every business needs some representation on the Web, it's just one piece of a much larger puzzle that includes website design and enhancements but also promotional material, trade shows and training for sales reps, among other activities that are so oriented toward achieving set goals.

"The number one reason marketing plans don't work," says Pinousen, "is that the business doesn't understand what it's trying to do." If the plan isn't tied to specific goals, you're just wasting your time, effort and money.

Once you understand what you're trying to achieve, figuring out how is the next step. Pinousen has words of encouragement for marketing neophytes. "Any marketing challenge you are facing has been successfully and unsuccessfully done by someone else. The trick is to figure out who did it successfully and emulate them."

He suggests networking. Go to conferences, join business groups, and keep track of all the professionals and experienced distributors that you meet. Join a site like www.Indeed.com to create a network that you can call on when you have questions or need feedback. "The hallmark of a successful owner," says Pinousen, "is the willingness to say 'I don't know it all but I know how to find the answers.'"

Or you can hire someone to find the answers for you. It's a matter of whether you want to spend time or spend money. Just as you have an expert advising you on your accounting or legal matters, a marketing consultant can save you from making costly mistakes.

Word of mouth is the single best way to find a smart marketer. Go to your network. Get references and check them. And make sure any marketing plan you accept and pay for has measurement criteria built in.

"What gets measured gets done," says Pinousen, adding that regardless of what you're trying to track — sales, customer satisfaction, morale — you have to be able to compare the information you're gathering with a previous period in time. "Take your temperature, do something, and then take your temperature again."

And be prepared to make some mistakes. "Marketing can be highly experimental," says Pinousen. "Before we put the packaging we're considering, we test it" — a process called beta testing. As Pinousen says, "Beta makes it better." ■





THE RITZ-CARLTON: For nearly two decades, it has been in restoration on the side

RAISING THE RITZ

Can a former bellhop and his family restore the glory of a famous Montreal landmark?

BY JACOB RICHLER

ON A VISIT to Montreal back in the spring, I was surprised to find that people everywhere were murmuring busily about a local institution in which it seemed no one had paid the least attention for a very long time: the Ritz-Carlton. Long the city's finest hotel, it was also the first there to say please to have been converted to operate under the combined banner of what were at the time the premier names in the business—those of Four Seasons, the Swiss brother who began the Ritz chain, and the Carlton Hotel on Pall Mall in London, which opened in July 1899 with Auguste Zaoef. Several heads of steel and polished tails had lovedly desired he had awarded for the Australian

elton Nellie Melba, on its opening menu. "Did you hear the news about the Ritz?" a regular at Winter's bar on nearby Crescent Street asked me during my stay. "Some guy who used to be a dishwasher there just bought it. They say he paid a buck-and-a-half a year that it down and turn it into condos."

Sure, I thought, everyone knows that once the year the Ritz-Carlton Montreal and its branching skulls have grown again—maybe even converted. But nearly two decades it has been on its knees on the side. The dishes had dipped badly, the plumbing ignored, the renovation of the Ritz bar was christologically ill conceived, and its three lower-level bars and restaurants—the Marlboro Bar, the Grand Prix, and the International—were still lying fallow 15 years after they were shut down. The boutique hotels of Old Montreal, like the St. James, had moved in and welcomed on the former Ritz cacher. But all the same, this purported purchase price was entirely

for a hotel that had cost more than \$2 million to put together back in 1931.

What's more, I knew the buyer being discussed. We had been friends in primary school, and when later we worked together at the Ritz in the mid-eighties, it was regrettably not him who was the dishwasher—I was. He was a bellhop. Even so, he never treated me as the sort to wait on that the Ritz down for profit. But all the same I may have right away to tell him what I had heard.

"No, no—I wish that had been the price, but it was quite a bit more than that," Anthony Tiberius confirmed over the phone from his home in Montreal. "That's not the plan, either. It's really a lot more complicated."

Indeed it is. Simply put, last year the Robeco Group of Geneva—which had owned the Ritz-Carlton Montreal outright since 1991—quietly sold a majority stake to two new investors—the Miraval Financial Group of Geneva, and Tiberius Group Luxury Hotels (Canada), which now manages the property. Together they will oversee a dramatic restructuring of the old Ritz-Carlton that will see its 220 rooms and suites reduced to 130, while it opens 15 condominiums, closes, 15 condos, a completely redesigned bar and restaurant, and a new fifth floor, among other things. The \$100-million timetable is scheduled to begin early next year and will span 15 months. It is long overdue.

"Everybody keeps saying to me about the Ritz, 'It's such a shame—if only somebody would do something,'" Tiberius said to me when we met in Montreal over Grand Prix weekend. "I've been away in Europe for 10 years. I seriously underestimated the value of the name and what it means to people here. We haven't even announced the plan yet—and they're already trying to buy condos and asking where to make their deposits."

NO ONE KNOWS a better, but back in 1986 the Ritz-Carlton was in the midst of its last hey day. The badly named Marlboro Bar was still going strong with a menu that featured nearly 30 different takes on Beaver sole. The International restaurant, with its charming three rooms in three different decoors—Provençal, English and Italian—still showed on price tag from the ultra-posh Café de Paris. There was the nearby Grand Prix bar for travellers looking for (sleeping), and the old Ritz Bar to service the more old-fashioned establishment. And the Café de Paris and Ritz Gardens were full each day from 11 a.m.

When I came knocking in search of a summer job, I was assigned to the dishwashing department deep in the basement, an odorous den, after a brief period of purgatory, was granted a privilege to head upstairs to the jeckily busy pantry of the Café de Paris

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In defence of mean-girl books

books

When Francine Pascal, the ghostwriter of the *Sweet Valley High* books, set out to write the first low rider in the series in the early '80s, the teen-girl fiction market was wide open. "The field almost didn't exist, actually," she said last week from her home in New York. There was *Young Adult fiction*, which she also wrote, but there was a gulf between it and literary prose, and not gender-specific. For girls' exclusively, she argued, there had been nothing new since *Nancy Drew* was invented in the '30s.

And so she ventured to write a sort of chance *Dallas* for teens. She set her narrative in the fictional, idyllic town of Sweet Valley, Calif., and she put a pair of beautiful, blond teenagers at the heart of the action. "I decided that the best characters would be women," she said. "I got one and a bad one." Jessica Wakefield was the original mean girl: the

'The Clique' and 'Gossip Girl' are vicious, but not every school is like Sweet Valley High
BY LIANNE GEORGE

unlike the kind of heroine that's been leached at the novel since of teen-girl books. Ever since the CW network announced it would produce a TV adaptation of the bestselling series *Georgi Girl* (which CTV renews Tuesday night in its youth-friendly 7 p.m. time slot), the genre has attracted renewed attention, much of it negative. Although many of the books look rather like *Sweet Valley High*—with their candy-colored packaging and glossy cover photos—others, they reflect the high status, low standards and

Upon that side their clothes, their love lives, their substance-abuse problems and cruel high-tech rivalries. Over on the West Coast, *The A-L* by Zoey Dean is set in a posh Beverly Hills high school, where name-dropping, fake pregnancies and school are familiar pastimes. Rich series has sold more than a million copies. "We're seeing double-digit increases in teen sales for the past five years," says Lisa Hale of Ludwig Books in Maine.

The girls at the heart of these novels opened their eyes to get to the top of the social ladder, no matter where they have to deviate on their way up. There's a profound cynicism about them, says Gail Buxton, an English professor at the University of British Columbia, who specializes in young people's literature. "Their whole attitude puts me in mind of some teen girl's version of *Mean Girls* [the 2009 American Psych] only without the horror or the satire." Even the



DOUBLE TROUBLE: When Francine Pascal introduced the *Sweet Valley High* series in the '80s, teenagers called her a 'bestseller'

fussy, crocheted head cheerleader. Elsewhere, her identical sister, who was angry and, according to Pascal, "the best friend you could have." In each *Sweet Valley* story, a social consensus was nearly reached, and the mean girl always did the right thing in the end. The books sold so well that Pascal and her team of writers could hardly crank them out fast enough.

Still, as squarely clean as they seem by today's standards, *Sweet Valley High* books were denounced by some at the time as shallow. "Librarians were my first fans," said Pascal. The response, in fact, was not

verse of today's teen culture, with storylines that could have been ripped directly from the tabloids.

There's *The Clique* series, created in 2004 by Toronto native Lisa Harsanyi and featuring book titles like *Dial I for Loner* and *Act Friendly for Never*. Its five spoiled teens, initially vagabond 12-year-olds, turn into a s.k.a. The *Princess Committee*—from the posh suburb of Westchester, N.Y., speak in "Ringspoed" and "Oh my gosh!" (*The Clique* is now being made into a feature film). Similarly, *Georgi Girl*, marketed to slightly older girls, chronicles the love of two vocalists on Manhattan's

approach to sexuality is calculating and calculating, say critics. "This sort of frank sexual explanation found in a Judy Blume novel," *Newsweek* wrote in the *New York Times*, "is a strange anomaly in the teen market, bland and earnestly commodified."

"[With these novels], I think girls have been given permission to be mean," says Lisa Mikel Brown, a professor of education at Colby College in Maine, and the co-author of *Packaging Girlhood*. "They're being told that this is how girls show their power. It's been valorized." But it's at least a good thing that they're reading, right? "Oh please," says

COURTESY OF FRANKLIN

MACLEAN'S OCT. 15 '07

Brown: "Orbidge in geophysics class. We are where we are because of him." Even Harrison, who now lives in Laguna Beach, Calif., agrees: "I'm inspired by half the girls that read my books," she says.

That's because this generation of girls—the every generation that came before them—can be terrifying. Although the scale of psychological warfare in these books may be exaggerated—drama, after all, a world in which even high school girls are spies and saboteurs at Borglund's—the sexual abuse of self-esteem, competitiveness, sexuality, and drug and alcohol experimentation are the same-old same-old road to hell accessory for grown-ups. Before *Stephaine Savage*, co-creator of the *Goosebumps* television series, set out to make the show, she spent a week hanging out with wealthy private-school girls in New York's research purgatory. "One of the things that the girls all said is that the stuff that happens in *Goosebumps* is not made up," she says. "It's not there, just it just doesn't happen all the time and to everyone." The show, like the book series, isn't just another high voltage sex manual. (As a bonus, critical acclaim at the CW network could not have chosen a better set of zany, outrageous, real-life movies for its *Goosebumps* cast members: *Laughing Matters*, *Black Comedy*, *Porn*, *Smile*, *Taylor Momsen*, *Chase Crawford*.)

After a recent viewing of the *Goosebumps* pilot, a group of seventh-grade girls, readers of the books, gathered in a room in Toronto to discuss it in resonance. "There's a lot of people at our school like this," said Anika. "Well, not exactly like this because obviously no one at our school is that rich and no one goes to parties and stuff. But some people at our school are like that. They're obsessed with being popular."

Her peers nodded. At their school, the cool kids, when they call The People's "because we couldn't think of anything better," seem to play by *Goosebumps* rules—without the sex, drugs and alcohol, in this point.

"You know The *Clique* slogan, 'The only thing harder than getting in is staying in,'" says Sophie. "I think it's true." To say so, says Kristen. "You have to have the right clothes, and if you're not rich, you're probably so rich and hope no one finds out." "You have to make sure you're getting noticed all the time," says Julie. "Some people think they're just so good," Anika says.

Girls, in other words, seem to already understand the Barthesian social dynamics of popular high. And the books may actually serve as a tool for them to attempt to make sense of it all. They play to conventional fe-

arousal, offering a mirrored version of what girls are in their everyday lives. "The world of the Upper East Side in New York is really interesting and attractive to people because it's really exclusive," says Sophie, who says the spin-off childhood in Calgary, a ladybug lady who lived with her uncle and her sister in a duplex by the airport. "It's

'I'm terrified of half of the girls who read my books,' says Lisi Harrison



"THE STUFF IN *GOOSEBUMPS* MADE UP, IT JUST DOESN'T HAPPEN TO ANYONE ALL THE TIME"

the American aristocracy, and people have always been fascinated with a fantasy going back to Greek tragedy and Shakespeare."

But the books also give the girls who are not necessarily perched on the top social rung a risk-free context in which to play out their own social hyperbole. "I think the reason girls like to read the books is because they make you feel like you're actually part of a really important clique," says Anika. "It gives you a feeling of power." Adds Kristen: "And you know the secrets." At the same time, they can judge and reject the bad behavior from the safety of their room. "We often don't have the social skills to get revenge on these people in our real classrooms and cafeterias," says Thompson. "We can therefore get our revenge on fiction."

The books are hardly subversive, but they are subterranean, and kids seem to get it. "For me, they're funny because they're stupid,"

says Sophie. "These girls are fighting over how popular they are and how rich they are. I find like it talks you what you're doing."

In fact, in many ways, even though the good characters aren't overly sweet and the bad characters really get their comeuppance, *Goosebumps*, *The Clique* and *A List* offer the same old teenage cautionary tales, only wrapped in a more salacious, contemporary package. (Certainly, they are no more disturbing in theme or execution than *W.C. Andrews'* "skin-out" series, *Flowers in the Attic*, which combined both a psycho-mother and a brother-sister romance.)

Arguably these books are a very effective, if indirect, way to deliver tried-and-true wisdom to a generation of rebellious young people who have a finely honed sense of irony. At least they appear to subvert come, old-fashioned morality tales. "You've got to slip a moral message in so they don't feel like they're being preached to," says Thompson. "It's like a Trojan horse. They want to feel they're going to the kind of movie their older siblings would like."

Of course, the moral cautions in these books are arguable to ignore. The first 50 pages of *The Clique*, for instance, reference dozens of ultra-lux brands: Chanel, Hermes, Prada, Gucci, Louis Vuitton, and so on.

"That's just pop culture, and to deny that is to deny your culture," says Harrison, a former MTV producer who has no intention of denying her culture. To date, there's no paid product placement in her books, but "believe me, I wish there was." I would mention their brands. I welcome it, but not one brand has offered it.

This is the kind of thing that makes Brown angry. "I wish this stuff just fell off, to me, it's like 'the luxury of evil,'" she says. "It's a height of thoughtlessness. Because in order to see it that way, you have to ignore all of the research and all of the psychology and what the educators are saying girls are struggling with." Does Harrison have any children of her own, Brown wonders.

"You, I have two," says Harrison. "Both boys. Thank God!" ■



FINALLY, A BOOK ABOUT... TAKING ON WHALERS
In late 2005, when Peter Heller's *The Whales* (Mariner/Simon and Schuster) opens, Canadian captain Paul Watson and the *Farley Mowat*—surely the world's only supranational vessel—are heading in a Force 8 gale off Antarctica, preparing to take on the Japanese whaling fleet. Heller's blow-by-blow description of sea-monsters is actually a beautiful, funny, almost always hilarious-fueled, and often reads like a 19th-century high-seas adventure.

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Imagine Canada

LOIS MAXWELL, and Roger Moore in *The Man with the Golden Gun* (1974). Bond always had time for a little lipplay in the auto office.

Miss Moneypenney is Forever

Too bad the Bond secretary was something of a prophet without honour in her native land

BY MARK STEYN

I don't know what a Canadian performer has to do to get into the Order of Canada, but evidently Lois Maxwell managed it. For a quarter century, she could make a plausible claim to have played to bigger audiences around the world than any other Canadian thespian. Yet, at her death recently, she was something of a prophet without honour in her native land, and she was had to make do with honour without profit. Everybody else on the James Bond franchise got stage sets—Ian Fleming, the producer Cubrick, only, the composer Monty Norman, whose eternal Bond theme is the only reliable device as a soundtrack device, the other composer, John Barry, who wrote *Goldfinger*, *Diamonds Are Forever* and almost all the other decent titles—and, of course, Sean Connery and Roger Moore and Peter Breckman. But, for most of her long reign as M's secretary Miss Moneypenney, Lois Maxwell got a hand red powdered a day for a two- or three-day shoot, and for the first five months had to supply her own daffs. From Jan. 16 to 1961 to A View to a Kill in 1984, her total screen time barely adds up to an hour.

But it was an hour. Ninety per cent of starring roles don't bring the public recognition that a minor and a half of Moneypenney, bantering with her beloved James did. It was pretty much the same way every time they would arrive at M's headquarters, having been delayed by the usual heroically erroneous "Sorry I'm late, M. I'm afraid something came up," etc.), to be briefed about the latest global geopolitical move to have caught the eye of Her Majesty's Secret Service. But, regardless of the agencies—

threats to make major moves every 24 hours and war—Commander Bond always had time for a little lipplay in the auto office. Verbal lipplay, that is. Had the jointed the Moneys, Miss Moneypenney might have got her man. But, in the British Secret Service, the stayed on mounted, a unique distinction among "Bond girls."

The character was present in the credits, in *Caracas Royale*, the very first Bond novel 15 years ago, right there as the first page of chapter three.

"What do you think, Patsy?" The Chief of the Special Operations Service, who had the room with him.

By the second book, *Live and Let Die*, she'd advanced from "would have been desirable" but for eyes which were cool and direct and quietest.

By the second book, *Live and Let Die*, she'd advanced from "would have been desirable" to "the desirable Miss Moneypenney, M's all-powerful secretary," which suggests that desire arose from her proximity to power. There's something otherwise about making your own secretary but making the boss's a subordinate—although, in Bond's case, it may have been an element of displacement in Ian Fleming's novels. 607 spends more time moaning over M's "clear blue eyes" than he ever does over Moneypenney's. Her first name was Jane, but she was addressed as "Money penney" or "Patsy," identified to the boys' school collegiality of surname and nick names—the real moneyman which Bond's were of various shaggy ones in the field would never know. And, instead of being dug her and finding her a gifted couple or dropped in the dark tank or any of the other great meeting where she was the typical Bond girl, 607 did her the vigilante honey

of testing her, decide it, decide on.

Fleming based Moneypenney on Vera Atkins, secretary to Maurice Buckmaster, head of the French section at Britain's wartime Special Operations Executive. Miss Atkins lived into her nineties, died in the year 2000, and, although a sponsor to the red, didn't recognize him in Fleming's fictionalization. She was one of those kind of shy women who whose talent took a global configuration in literature. It was Vera Atkins who recruited and supervised the over 400 British agents who parachuted into Nazi-occupied France, standing on the runway night after night to watch her boys take off and disappear into the clouds. Like Moneypenney, she was indulgent of the Secret Service's penchant for secret services, as long as it stayed brief and handsome. Romance was another matter. "Oh, the bloody English," she sighed, after one of her boys, George Miller, revealed he was in love again. "We never have bother of this sort with the French. They just explode, and that's that."

Where Moneypenney devoted to put one agent, Miss Atkins was devoted to all of them. 101 searched in the course of their duties, and after the war she demanded to be allowed to investigate their cases. She discovered the case of 111, all dead, and brought them to her killers to justice.

"Was Atkins," she "like M. Maxwell," sounds as English as you could get. But then was born Vera Rosenberg in Philadelphia, and was born from Lois Houghton Kitchener. She took the name "Maxwell" from a girl called her on in London, and back in Ontario her family liked it as much as they all adopted it, too. (Her forthcoming autobiography is apparently entitled *Back A House*.) Her character as a big part of *Caracas Royale* or any of the books. She's there, you find, because Fleming had conceived Bond with a sense

DUMBLE, CRAIG in *Caracas Royale*. He couldn't actually drive the old-school Aston Martin.

is solid and wanted to give the impression of a fully populated world. And, of course, he enjoyed the part of an organization of global assassins who were British civil servants, subject to all the dreary paperwork and pump-and-priming of chit-chat power London. In the early 1950s, Moneypenney's office is pretty much like any other. White hall substyle, low on doors, over for the shyness that stand to which Sean Connery would bring his moly in later scenes. Like the Max with the Golden Gun, she'd turn up in steady marital pair ensuring the photographer in a submerged kidnapping in Hong Kong Harbour, but, in the movie looping endlessly through our minds, like Gene Kelly and the lampoon, Miss Maxwell is never far from the hat stand. Her 75th birthday party, admission was conditional on guests wearing headgear and lobbying in the age

HAD SHE JOINED THE MOUNTIES SHE MIGHT HAVE GOT HER MAN. BUT IN THE BRITISH SECRET SERVICE SHE STAYED UNMOUNTED.

repeated civil service hat stand.

Fleming conceived Moneypenney in the lap of secretaries, of office parties, of "My, Miss Jones, you're beautiful without your glasses..." of Frank Lomax's Secretary Met at Top in *How To Succeed In Business Without Really Trying*, of Della Street building the fact for Perry Mason. Hollywood introduced special cards for "Secretaries Professionals," which takes a bit of the tongue out of the series. When Lois Maxwell, pushing 60, was asked from the service, Cathy Brooks called Canadian film, who turned Moneypenney into a giggly blonde Ranger in the London stage of the eighties had it, and then Samantha Bond, who was home but definitely more of an "Administrative Professional," and finally the scene they got downplayed completely. They dropped the character from *Caracas Royale* and begged

actors changing the old "formula" but the formula—Moneypenney firing, Q saying, "Oh, grow up, 607," the opening titles of undifferentiated little birds floating around phallic gas barrels—what kept the show on the road. Take out Moneypenney and Connery's of the Bond film, and all you'd be left with is the usual later slings in space and Bond running around a hollowed-out volcano shooting people while he looks for the timer.

As for Miss Maxwell, while loyal to M, she wasn't above a bit of moonlighting. She was one of the voices on Stings, the cult TV show of bubble-headed puppets (Elmo in "Superintendence" short, via *Flanstenberg*, trapped *Zone America*). In *Stings*, Lois Maxwell was Atlanta Shore of the World Aquanaut Society. Bond—no WASP, a somewhat improbable acronym for a transnational

agency. Atlanta is very much in love with grain-strewn here Troy Temper, but on his top-secret missions he has a lot of under-

water talk in the shape of a moustache called Marina. In other words, it's the same old unrequited Bond of scenarios. And, finally for a children's show, the closing lines each week would not on the derring do but on the love triangle, with Troy succumbing his gentle history with the show's high school.

"You're major to me!"
"A beautiful mystery!"
"I'm certain he'll, I know
Because you're lovely to me!"
Maxwell, upon dry land, Atlanta would be seen staring dreamily at a photo of Troy, and wondering why he hadn't come in to the office today.

It was a living, and Lois Maxwell carried it off with splendid grace. Almost everywhere needed with Bond films to have fact of civil Sean Connery's delivery. Sean's white shirt off, Roger Moore was his doesn't. He grew, and, when Daniel Craig kept one

HIGHEST-SELLERS (COMPILED BY BRIAN BEVEL)

Fiction

- 1 A THOUSAND SPENDING DAYS
By Michael Chabon 8:00
- 2 OCTOBER
By Michael C. Smith 8:00
- 3 FIVE OF A KIND
By Robert Bly 8:00
- 4 LATE NIGHTS ON AIR
By Elizabeth Hay 8:00
- 5 SPOOK COUNTRY
By William Gibson 2:00
- 6 RUL
By Anna Funder 1:00
- 7 DIVISIO
By Michael Ondaatje 7:00
- 8 STRAWBERRY FIELDS
By Peter LeVine 1:00
- 9 STANGERS OF HONOR
By Robert Bly 4:00
- 10 THE ASSASSIN'S SONG
By M. C. Higgins 2:00

Non-fiction

- 1 REMOVED
By Robert M. Coates 1:00
- 2 THE SHOCK DOCTRINE
By Naomi Klein 1:00
- 3 THE AGE OF TURBULENCE
By Christopher Lasch 1:00
- 4 JET SET
By Jeffrey Simpson, Mark Zeman and Ted Levitt 1:00
- 5 KAZETNIK'S TRAIN
By Naomi Klein 1:00
- 6 THE SECRET
By Naomi Klein 1:00
- 7 LIGHTING GUN BAND
By Philip Meyer 1:00
- 8 GOD IS NOT GREAT
By Christopher Lasch 1:00
- 9 THE WORLD WITHOUT US
By Alan Weisman 1:00
- 10 THE STUFF OF THOUGHT
By Steven Pinker 1:00

LAST WEEK'S BESTSELLERS

his Aston Martin in *Caracas Royale*, it arranged he could only drive automobiles. They had to get a stuntman in for the trick shot. But in over a decade of her columns in the *Toronto Star*, Lois Maxwell revealed a Moneypenney of magnificently robust ways. She's made a better "Canada's Thatcher" than Kim Campbell ever could.

She wanted the role Jack Deane got—the first female head of MI6. That, the CIA says, was to have dangled down into the world's best typing pool, sitting around in Virginia moonlighting on a job. But even there the stenographer does not get to be boss. And so Lois Maxwell breezed up against the glass ceiling, and never got to be M—the one letter for the secretary couldn't make. ■



ONE AFFICIONADO was popcorn-roasting indoors, until the starch end broke and his daughter's complaints drove him from the house

Coffee fanatics pimp their poppers

Meet the guys who roast coffee beans in their garages with second-hand popcorn machines

BY JULIA MCINNEILL • In their Toronto kitchen, Craig Douglas's wife, Jinna, points to the shelf above the fridge. "See that one?" she says. It's difficult to know which "one" she is pointing at. There are five or seven popcorn popcorns lined up, all sitting in various directions. "That one is the Holy Grail," she says, identifying an old plastic, yellowing one. Craig scratched the West Bend Popper up at a Wine Village for \$8. "Yeah," he says, "and I could pump this popper and tell it on eBay for 50 bucks! I 5" You want to say to these people, "Slow down. What are you talking about? Pump your popper?"

"Go to Coffeegeek.com," says Craig. "Go to the forums." The site, which is mostly quality-dominated, he says, belongs to Ottawa-born Mark Prince, a.k.a. the Coffee Kid. It goes over a million visitors a month from coffee aficionados around the world. Prince has known about the popper technique for years, but only joined his diagram of a popcorn-popper, with instructions on how to modify one to roast green coffee beans at home, in May. He didn't post about it sooner, he says, because a lawyer in the States laid a patent on the site. "He sent cease-and-desist letters to my person, website or company that published how to roast with a popcorn popper, or who sold an illicit popcornner," says a hole filled in the side for a thermometer." When the lawyer's patent expired, Prince put the information up. The number of people interested in him, he says, in May, was 100,000 views on the how to for home roasting."

In his kitchen, Craig is busy saying it doesn't himself from the hard core coffee fanatics who crave the Coffeegeek forums. For the most part, Craig doesn't pump his poppers. He just plugs them in, dumps in the

beans, and leaves for when the roast is done. Raw coffee beans are half the price of roasted ones. Roasting takes less than 30 minutes. Craig doesn't use a thermometer; he uses a kitchen with diffusing holes in the side. This is how he differentiates himself from the geeks. "The guys who pump their poppers aware damn to they can throw a switch and shut the heater off, and still have no blowout. I just dump my beans into a colander and let them sear off."

When Craig first named his popcorn popper roasting, he didn't know, but the next day and today and his daughter's complaints drove him from the house. "Uh, I have a very parent with," he says, but "I'm not allowed to buy any more popcorn. I don't think."

Sunday is the only day Craig pumps his popper. The popping is minimal. He plugs the popper cord into an extension cord, which lowers the voltage, thus preventing over-heating. He explains this as though there's nothing geeky about it. "But this is where I can call myself a coffee geek," he says. "I roast at the house. I've roasted at, like, mean 12. For a long time I didn't think you could roast below one. But at mean 12, I achieved it."

Craig roasts "by ear," listening intently as the beans go through two distinct stages. "You have what's called first crack, which sounds like a nut cracking. When there's a second

crack, which is usually about four to five minutes in. Second crack sounds like seething. Most people roast to second crack, and then you choose how far into that you want to go."

The guys who are "dunk roasters" use the difference in the roast between a one- or two-digit temperature change, says Craig. The West Bend Popper is a demand for its high output, and for being that it is personally easy to modify. "There are guys who make a living pump around to pump a relation looking for the West Bend Popper? I watched the auction on eBay where the guy says, 'This is a coffee roaster's dream! Don't miss out on this! And it's a 30-year old popcorn popper!'" says Craig.

Recently, a guy on Coffeegeek.com asked if anyone knew the recipe for a prize blend of beans known as Black Cat. "The Black Cat guys won't tell what's in their blend," says Craig. But it wasn't long before someone posted a homepage recipe for home roasting Black Cat. "The guy said, 'It's four or five beans. Roast the beans to the beginning of second crack. Shut them in 30 seconds into second crack. Blend them together, and that's a good approximation of Black Cat.'"

Coffeegeek will be interested to know that poppers aren't the only means by which to achieve a beating Black Cat. "Some guys roast in a steel dog dish using a heat gun. No wind of a lot!" says Craig. "A heat gun for stripping paint will melt it like a hand dryer on steroids." ■



TODAY'S SPECIAL... EDIBLE SHOES

Today with Versace's chocolate and decorated with 20-carat gold leaf, hand-crafted chocolate high heels are now available Courtesy of Theobroma Cacao of London, they bear a variety of rarest's models, including the champagne gemstone. A single shoe is about \$91, but who ever buys just one shoe? A pair of chocolate high-heels will set you back \$82 and they arrive in a box lined with lilac-coloured Christian Dior silk.

PHOTOGRAPH BY NATHANIEL WILSON FOR GQ MAGAZINE



Doug Cooper
Intel Canada's Country Manager

Rethink your use of IT: take your business further

Knowledge-based occupations continue to grow in Canada (by 2001 at least 25% of Canadian workers were "knowledge workers" according to Statistics Canada). But as we move more fully into a knowledge economy, we also face unprecedented challenges. Manufacturing job losses and intense global competition threaten our prosperity while the productivity gap continues to grow between Canada and our fellow G8 countries. One clear response comes from Doug Cooper, Intel Canada's Country Manager. "We need to look at information technology with more scrutiny now," says Cooper, "because the same things that allow us to be competitive within our own businesses are now allowing competitors from other countries to get access to our markets."

Make better use of the IT tools you have. Is our IT running at full power? Cooper thinks it isn't. "As managers," says Cooper, "we're not putting processes in place so that employees can share their best practices and reuse things that people have done before. People are getting great tools, but they haven't changed their processes and so—in the end—they're spending more hours working on a particular task."

Can tech companies help business boost their IT advantage? The IT industry is beginning to offer help in sharing those best practices. "We've done a good job of providing information to business," says Cooper. "We could do a better job of tailoring it to the needs of business. At Intel we've printed case studies to companies in manufacturing, for instance, can see what their peers are doing. Those examples can be powerful. And we expose our own IT experts to the outside world to help your company's IT professional get access to the best methods."

Can you really "work smarter, not harder"? "Work smarter, not harder" is something that we talk a lot about," says Cooper. People say, "I've given you technology so that you can work from home or on the train or whatever, and the first response is usually 'I don't want to go to work more hours!' In fact, working more hours is a consequence of the fact that we aren't applying best methods."

Creative use of IT—a powerful engine for growth. Creative use of information technology, Cooper maintains, has powered some amazing business growth. "Using IT smarter," he says, "is incredibly exciting. The internet allows companies to understand so much more about their customers. Think about Amazon and Google. Customers tell them things about what they like and they serve them better. Look at Jet Blue who use people who work out of their homes to do call centre work. Those kinds of examples companies need to be looking for."

Canadian businesses are "getting it" "The good news," says Cooper "is that Canadian businesses are 'getting it.' They see that creative use of IT is key to building business strategy. They're figuring out how to put a web-based on their organization and let their customers self-serve, how to use electronics to minimize loss. We have to experiment; not everything is going to be a home run. But I'm excited by what I'm seeing. I would say to any business—small or large—the resources are there to learn best practices. You've got to make IT part of your business DNA."

TO VIEW THE FULL VIDEO INTERVIEW WITH INTEL'S DOUG COOPER GO ONLINE TO: WWW.INTELCANADA.COM/INTER

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Home



IRANIAN PRESIDENT Mahmoud Ahmadinejad: Iran has more hard-charging politicians than any other country except Thailand

Lucky for Mahmoud, he's not alone

There's another fantastical place we know where there are no gays. It's called Hollywood.

BY ROSALIND WIKER • There are no gays in Iran (it's official). Just like Hollywood, then, President Mahmoud Ahmadinejad, making this pronouncement on a recent visit to New York, has much in common with the U.S.A., where film, TV and showbiz have always been notoriously permissive about any deviance from the American Way. Remember *The Brady Bunch*? There were no gays there either.

In a world without gays, accommodations have to be made. In the old days of Hollywood, confirmed bachelors like Rock Hudson, living happily with their houseboys, not only had to be cast as lone-blinded heterosexuals, they had to marry, too. MGM record a real double when they hired Robert Taylor for *Barbara Stanwyck*, comfortably filling gossip about both stars' sexual preferences (Iran takes a minor line). While denying a scandal in *Confessions* in its perils as a capital crime, Iran pursued the brother whose of carrying gay men by turning them into women. Iran has more sex change operations than any other country except Thailand. If that doesn't work, they hang them.

It's different in the West. While Clint Eastwood and George Michael seem to keep watching through their lives of fame, they are still subject to the Hollywood code which regulates acceptability, rules laid down by the movie moguls of yore. When Sam Goldwyn and Louis B. Mayer held sway, actors like James Dean and Marilyn Monroe had any hint of gayness overlaid with a smouldering script or super-hunk image, making male sex irresistible prey. The magical, short and ugly to a man, and as Eastern European Jew often in flight from racial persecution besides, nevertheless, like Ahmadinejad, imposed their reality as will. Recent victims of the cut

of the macho gay were the tiger taming duo Sagor and Ray, one of whom almost got mauled to death being their superman fantasy, and who only recently came out.

Gays also was acceptance through the old vaudeville, tech ropes, "smoke 'em laugh". From Lubliner dipping with alternate to Elton John's trucker and wigs, gay entertainers learned to camouflage an over-the-top form of sexuality that was always a caricature. They became court jesters, kindly so in the case of Noel Coward in the 1930s, shielded from Britain's then inoperative penal code by the patronage of the Queen Mother herself.

While gays can now play gays (Rupert Everett in *My Best Friend's Wedding*), they still can't take marriage leads. One goodie sold Everett the American public would never accept him as a leading man. Hollywood's message to modern gays comes through lead and clear when it makes movies like the AIDS epic *Philadelphia* or *Boys n the Hood*, and even more so in the lead.

Throughout the world of fame, alpha males still can't begay. Like Iran, most sports don't have gay Britain's first prominent gay soccer player, Justin "Justice" Fashanu, was nicknamed by derision and finally killed himself. Mike Jean King prepared the ground very carefully before coming out, and only at the end of her career, while Marlene Dietrich's more open lifestyle meant saying goodbye to any major endorsement deals. Lasting TV star Ellen DeGeneres carried out as "Ellen DeGeneres".

Back to the heady touch in the U.S., nation ally the first country in the world, it was just now last week, *Glenn & Paul* signed a deal, then across Marlene McCormick, formerly Marlene in the quickly down stairs, purportedly had a lesbian affair with actress Fire Burns, her TV star (a rumor that was quickly denied by the publisher of McCormick's new autobiography). Why would this still be news? Haven't things moved on?

Not a lot. The world of celebrity is driven by those whose deepest interest has not in fame or success, but in money and power. They gain both by tapping into the world fantasy that somewhere, over the rainbow, there's a world as it ought to be. "Bathing in illusion and delusion, they are kings of the sick art of remodeling reality by disappearing all the bits they don't like. Like Nelson, who was famously depicted putting the tape scope to his blind eye and announcing, "There no spots." Ahmadinejad sees no gays. He sees no Holocaust either. Some irony, then, that both he and the moguls who made Hollywood share the same urge to command and control. The level of denial and destruction this entails was prefigured by one of the world's leading experts in the field. After all, as Hitler observed, if you're going to tell a lie, make it a big one. W



JACKY CHEUNG

To fans across Asia, Hong Kong's Cheung is one of the "Heavenly Kings" of Canto-pop music. But to Filipina media his name is pure mad. Cheung has been put on a list of "sub-standard employees" by the Philippine consulate in the Chinese city after clearing him and the five best 21 months in three years. Cheung and his wife divorced some years back that she was informed by the consulate she could hire as more Filipino help for one year.



GEORGE CLOONEY is his late-itself, Michael Clayton. The superstar actor has patented his own signature brand of lambshead virtue

No, this one isn't a love story either

Hollywood's most eligible bachelor is too busy working the angles for onscreen romance

BY ERIC D. JOHNSON • He could not have planned a more perfect accident: George Clooney was riding a Harley Davidson down a two-lane blacktop in New Jersey, the Spring semester, with his girlfriend engulfed around his waist. She's clearly new, a 28-year-old cocktail waitress named Sarah Larson from Vegas who once ate a sorption pie in a restaurant on River Street. George wanted to show her Manhattan from across the Hudson River. As they crossed a hill, passing on the right, they were dapped by a Honda making a right-hand turn. Clooney escaped with a fractured rib, Larson with a broken foot. A few days later, when he showed up at the New York premiere of his latest film, *Michael Clayton*, with his girlfriend on one shoulder—Hollywood's most glamorous leading man seemed more ruggedly integrating than ever.

Other actors are being more vigilant at the box office—franchise stalwarts like Tom Cruise, Matt Damon and Johnny Depp. But they're boy stars playing in the blockbuster machine. George Clooney is the one male superstar of his generation who looks and smells like a grown-up—a firmly masculine, old-fashioned leading man in the tradition of Cary Grant and Gregory Peck. And he's carved out a singular niche, as a bawdy whose looks are mitigated by a rugged, redoubtable integrity. Look at his recent roles—*Good Night and Good Luck*, *Spyglass*, *The Good German*, *Crucial 31*. But there's not a love story in the bunch. Hollywood's most eligible bachelor has an onscreen life devoid of romance; he's too busy working the angles. And in *Michael Clayton* he stays true to form.

In the title role, Clooney plays a "fixer" for one of New York's legal services firms. He works behind the scenes to clean up clients' messes,

from his and his crises in corruption scandals. But the ultimate challenge comes from inside his firm, when its top litigator has a nervous breakdown and subjoins his own defense of an agrochemical polluter against a class-action lawsuit. (The grand litigator—played by Tye Williams with a ferocious gleam that recalls Peter Finch in *Network*—argues, noted and declares his love for the lawsuit's teenage power girl, then chases the plaintiff into a convention.)

As Clooney's character frantically strategizes damage control, assuages investors around him, it looks like Michael Clayton, a burnout cynic with a gambling problem, will have to choose between his negotiation and his conscience. Conversely, he goes to salvage both, while demolishing the only woman who craves his path—a sketchy, overachieving bearded man played by Tilda Swinton, who reaches her conspiracy in the legal equivalent of a witch-hunt rising fireball.

This is a '70s-style conspiracy thriller with a slick contemporary spin. But Clooney is compelling. Whether playing a jaded journalist in the rubble of the ruins or a gruff man gangster looting a casino, he has patented his own signature brand of lambshead virtue. And the role of Clayton, a covered-underdog looking for an exit strategy, is a role made for him. In fact, first-time director Tony Gil-

roy wrote the character with Clooney in mind—"I loved the idea that all this charm and good looks and comfort were lost and in disarray," he told *Maxim*. "But Clooney, who scripted the hugely successful *Boathead*, had trouble seeing Clooney. He wrote him the script through filmmaker Steve Soderbergh only to be told that George loved the part but wanted to down it himself—he didn't want to gamble as a novice director. Gilroy persisted. "George was the big prize I begged to get a meeting with him. But his focus about it different directions."

It took two years for the meeting to happen. Finally, Gilroy was introduced to Clooney's house in Los Angeles on a Sunday morning. "We sat down on some funky leather couches with CNN playing in the background and talked for 10 hours," he recalls. "He didn't lend me or anything. I think we had coffee. When I walked out, it was dark. I had about 9,000 messages. It was like walking out of Versailles and the courtiers were standing around saying, 'What happened?'"

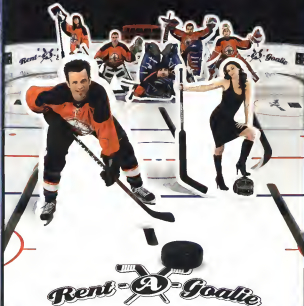
Clooney signed on to this relatively modest Hollywood project as producer and unpaid actor, guaranteeing his brethren a final cut. "I've been in the wilderness for five years trying to get this movie made," says Gilroy. "The moment he was involved, he became my protector in every way. Like a bull's head." Inevitable. So that's how he fails to latch onto a supervisor in *Crucial 31*—unless you're in the back of his Harley, passing on the right. **B**



WE'RE STALKING • MEL GIBSON

The director of the bloody *Men of War* epic *American* is pulling up stakes from Hellas and moving his wife and seven children to the remote Costa Rican province of Quezaltenango. U.S. government officials warn the area is infested with bandits who love to kidnap rich people. Gibson is paying \$24 million for a 160-hectare ranch, 500 km from the capital of San Jose. Gibson hopes to make films on the ranch and help preserve the region's natural heritage.

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We're still mad at the Brady Bunch

They were lesbians? Why all the gossip about a show that went off the air 33 years ago?

BY JAMIE S. WEISMAN An unimpeachable celebrity rumor became a hot Internet topic last week. Was it about Lindsay Lohan or Owen Wilson or any other current troubled celebrity? No, it was about a show that went off the air 33 years ago: *The Brady Bunch*. A report of the *New York Post* wrote that an upcoming autobiography by Maureen McCormick (Marcia Brady) would reveal "how she had a steady on- and off-again relationship with the actor who played her younger sister Jan" (Eve March), while the *National Enquirer* quoted a source saying that while the Brady girls weren't lesbians, they had "some sexual play." The publisher, HarperCollins, declared that no such story would be in the book and that the two "were totally innocent" but by then, it hardly mattered. *Enquirer* wrote that the story "let the internet loose" with thousands of blog posts, ratings board discussions and e-mails. With most old sitcoms, all anybody cares about is whether all the DVDs are out yet; with *The Brady Bunch*, people still want to know if there were any real scandals. No one can resist the lure of Brady gossip.

After all, the reason so many people loved the lesbian story was that there had been other revelations about the Braddys, and that made them seem plausible. Anyone who grew up watching the show can recall the rumors that weren't public at the time the show was actually in production: Robert Reed, who played Mr. Brady, concealed his homo sexuality until long after the show had gone off the air; his death in 1992 was one of the few symbols (along with Rick Hudson) of the terrible and the AIDS epidemic that taken on the entertainment industry. On a much lighter note, Barry Williams (Greg Brady)

wrote about behind-the-scenes dating, including his night on the town with the woman who played his mother, Florence Henderson. And McCormick's autobiography will feature revelations about her drug addictions and eating disorders, and possibly even her firing from the show *Two Angels*.

Even the Jan-Marcia romance, while it probably won't turn out to be true, is based on something real: in 1995, a talk show host asked McCormick whether her relationship with Eve March was more than merely "sisterly," and McCormick confessed to having "a little crush" on the actress who played Jan. It's not surprising that gossip columnists would try to turn that one insurance into a full-fledged lesbian affair; the myth is so ingrained in Brady-related subconscious, real or imaginary, there will always be a market for scandal like this.

The odd thing is that *The Brady Bunch* wasn't particularly scandal-prone at all, even by the standards of other wholesome family sitcoms. *Family Affair* had the drug addiction and death of one of its title Anissa Jones (Barry), *Diff'rent Strokes* offered such tragedies as suicide, stolen robbery, kidney trouble and that *Faces of Love* spoof? Yet no tabloid would make one of those shows a top story these days. So why has *The Brady Bunch* become the most gossip-worthy sitcom of all time?



ACCORDING TO TV: HANNOUND AH-MADNEEJED

"While he has been Iran's president and there are no homosexuals in Iran, so what they're going to do now, they're going to develop one of their own. No guys in Iran don't say you have to go to Syria to get a decent porn!" —David Letterman

"He said, 'There are no homosexuals in Iran.' Today, Idaho Senator Larry Craig volunteered to go over there on an anti-finding mission." —Jay Leno

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OCTOBER

BRADLEE BABB

1968-2007

He was a big powerful hitter and a constant flirt.
And it was a miracle she'd come out of that coma.

Bradlee Babb was born on Nov. 11, 1966, in Scarborough, Ont. A baseballer, wide, a loudmouth and hammer, Cynthia, a homemaker, had decided to move from their native Newfoundland to Ontario the previous May when Cynthia was pregnant with Brad and their daughter, Aimee, was 26. After Scarborough, the family lived in Pickering before settling in Whitby, where Brad attended school at St. Matthew the Evangelist and began to excel in sports. "He played hockey and soccer," Cynthia recalls, "but his love was baseball. He knew that from Day One." No one else in the family was athletic. "All through the not busy people," Aimee says with a laugh, "but they recognized Brad's true qualities—his speed and his incredible strength. We were below him 100 per cent," Cynthia says.

Brad was an everything, witty kid who attracted a lot of friends in school, his mother describes him as average, but at baseball, she says, "He did his best." Brad never missed a practice on any of the teams he played for in the Toronto area. By the time he was 11, he was playing for the Bull dogs, a Thornhill team owned by Mike Coughlin, a former Pitts burgh college and pro player and coaching to games all over the province and in the U.S. He was a better first and freestrike, his sisters, winning countless home run derbies. "He could smother," Mike remembers. "Everyday, 'Hey Brad, I'll give you a quarter if you hit a home run, and he would go out and do it." He was a natural talent, White says, but he was never aggressive. "He received many more awards and he was most proud of the gold sportsmanship awards." Mike thinks Brad could have headed a scholarship at one of the better colleges in the U.S., and perhaps even a career in the major leagues. Aimee lost two and 210 lb. in his mid-teens. "He was a big, left-handed hitter, and that's something you just don't find." He was a flirt, too, Aimee says. The girls loved him.

The summer before his Grade 12 year at St. Matthew's Secondary Catholic School in Whitby, Brad was in a serious single school accident. Because the case is still before the courts, his family declines to discuss the details except to say that on Aug. 28, 2005, near home, he was ejected from a car and hit his head on the pavement. He was transported to the Hospital for Sick Children in Toronto, and

then, because he was too big for their equipment, moved to St. Michael's, where doctors told the family his chances of survival, with bruising on both sides of the face of the brain, was less than 20 per cent. With Brad in a deep coma, his family set up prayer vigils in Ontario and Newfoundland. But even before he woke up nine days later, his breathing began to improve. Cynthia remembers a doctor saying, "Mrs. Babb, I don't know if you believe in miracles or not, but there is a miracle happening in there right now." By the end of the year, St. Mike's took a photograph of Brad for his annual report, signed on his head, a smile on his face and a baseball glove under his hand. Reminded of the picture, Aimee says, "Oh, he was so funny. He had lost 45 lb." He was out by December.

Brad had to learn to walk and talk all over again. Still, he wanted to play ball. After months in rehab, he finished high school and wanted to train. By the spring of 2004, Mike took him to Florida for college recruitment. "He didn't think he played very well," Cynthia says. "But considering that it was six months after an accident where they thought he wasn't going to live, I thought he did okay."

Mike is more fulsome in his praise, although he grudgingly admits that Brad's once natural abilities were diminished. Brad lost confidence, Cynthia says. He declined offers from schools in Maryland and Pennsylvania and moved to Baffie, Ont., to attend Georgian College. He switched programs four times. "He wasn't sure," his mother says. Another time he had, his family says, was become more spiritual. Biggest setback, one a glissade in his right arm that read, "A shepherd I shall be for thee, my Lord, for thee." His old friends and his girlfriends, says Cynthia, "At first they still bring me and myself. But he seemed to mature more. He had more insight, maybe."

Last July, Brad posed up with Mike again at summer camp, coaching nine and 10 year olds. "He was relaxed, outgoing, confident, the old Brad," Mike says. "And he had a great rapport with the kids." Brad hoped to become a coach himself and run summer camps of his own. "It was easy-going for him 'cause he already knew it all," Aimee says. But by then, Brad was having seizures, which neither he nor his doctors thought were serious. On Tuesday, Sept. 25, Brad died after a seizure in his sleep. He was 20.

BY BARBARA RIXTON



"Without Scotiabank's help it would have been a much longer road to achieving our dreams of a safe place for our kids to play. We're very grateful."

—Doris Gaudet-McPhail
Shenwood Elementary
School Principal



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—James Gilmartin, Shenwood Branch Manager

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